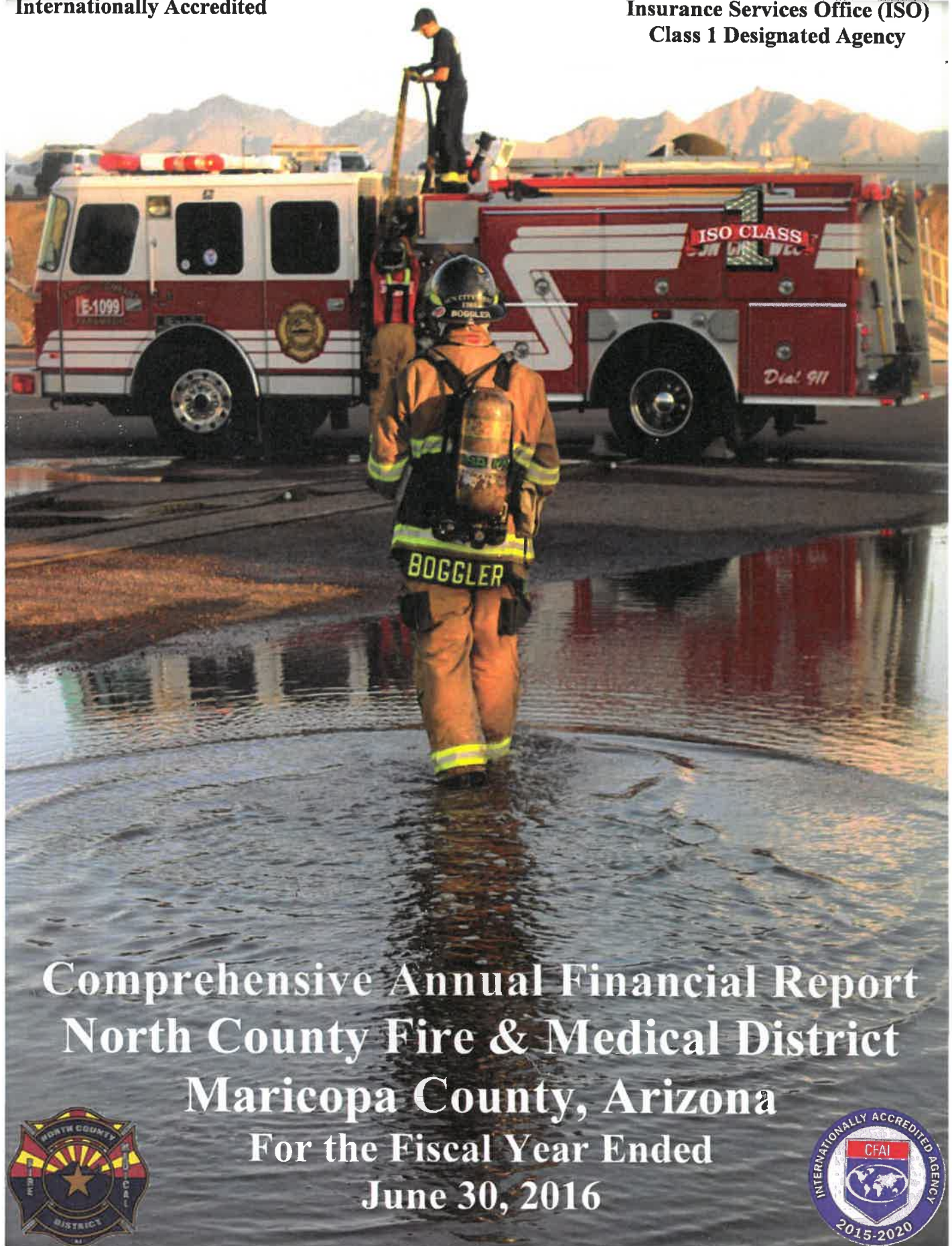


Internationally Accredited

Insurance Services Office (ISO)  
Class 1 Designated Agency



**Comprehensive Annual Financial Report  
North County Fire & Medical District  
Maricopa County, Arizona  
For the Fiscal Year Ended  
June 30, 2016**



**North County Fire & Medical District  
COMPREHENSIVE ANNUAL FINANCIAL REPORT  
For the Year Ended June 30, 2016**

**GOVERNING BOARD**

**David Wilson  
Chairman**

**Dusty Rhodes  
Clerk**

**William Hamel  
Member**

**John 'Jack' Meyer  
Member**

**Russell 'Smitty' Smith  
Member**

---

**Robert L. Biscoe  
Fire Chief**

**Prepared by the Financial Services Section  
Coaleen Poland, Accountant**

**North County Fire & Medical District  
18818 N. Spanish Garden Drive  
Sun City West, Arizona 85375**

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# Introductory Section





# NORTH COUNTY FIRE & MEDICAL DISTRICT

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18818 N. Spanish Garden Drive • Sun City West, Arizona 85375 • (623) 544-5400 • Fax (623) 544-5455 • [www.ncfmd.az.gov](http://www.ncfmd.az.gov)

January 17, 2017

To the Governing Board of the  
North County Fire & Medical District  
Sun City West, Arizona

*The District proudly  
serves the  
communities of:*

*Coldwater Ranch*

•

*Corte Bella*

•

*Cross River*

•

*Dos Rios*

•

*Marisol Ranch*

•

*Pinnacle Peak*

*County Island*

•

*Rancho Cabrillo*

•

*Rancho Silverado*

•

*Rio Sierra*

•

*Sun City West*

•

*Sundero*

•

*Wittmann*

•

*and other  
unincorporated  
portions of  
Maricopa County*

Arizona state law requires that all special districts with annual budgets in excess of \$1 million publish within 240 days of the close of their fiscal year a complete set of financial statements presented in conformance with generally accepted accounting principles (GAAP) and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to this requirement, it is our pleasure to submit to you the Comprehensive Annual Financial Report (CAFR) of the North County Fire & Medical District for the fiscal year ended June 30, 2016.

The responsibility for the completeness, fairness, and accuracy of the data presented and all accompanying disclosures rests with the District. To provide a reasonable basis for making these representations, District management has established a comprehensive internal control framework designed both to protect District assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP). Because the cost of internal controls should not outweigh their benefits, the District's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

The District's financial statements have been audited by Walker & Armstrong, LLP, a certified public accounting firm. The goal of the independent audit was to provide reasonable assurance that the financial statements for the fiscal year ended June 30, 2016 are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditor concluded, based upon the audit, that there was a reasonable basis for rendering an unmodified opinion that the District financial statements for the fiscal year ended June 30, 2016 are fairly presented in conformity with accounting principles generally accepted in the United States of America. The independent auditor's report is presented as the first component of the financial section of this report.

Accounting principles generally accepted in the United States of America require that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it. The MD&A can be found immediately following the report of the independent auditors.

The District is a special taxing district established to provide a full range of fire protection and emergency response services to its citizens. This report has been prepared in accordance with accounting principles generally accepted in the United States of America and follows guidelines recommended by the Government Finance Officers Association of the United States of America and Canada.

### **Profile of the District**

The District operates under Arizona Revised Statutes (ARS) § Title 48, Chapter 5. The District is a public safety service organization funded through secondary assessed value property taxes. It is governed by a five member Board of Directors comprised of a Board Chairman, a Board Clerk and three Directors. The Board members serve four year terms, with elections held every two years for the alternating two or three positions whose terms have been completed. The Board hires a Fire Chief/Administrator to manage day-to-day operations of the District. The Fire Chief, in turn, hires other key managers and employees to support the District.

The community of Sun City West was established in 1978 as an unincorporated master planned area for active adults 55 years of age or older by the Del E. Webb Corporation. As an unincorporated community in Maricopa County, Sun City West property owners did not receive emergency services from either the county or a municipal based fire department. Prompted by a large house fire in 1981, a group of Sun City West residents formed a committee to address the specific needs of Sun City West regarding emergency services.

On April 17, 1981, an election pursuant to ARS §48-261 was held for the purpose of creating the Sun City West Fire District. At a duly noticed meeting on May 12, 1981, the Maricopa County Board of Supervisors resolved that the Sun City West Fire District be organized and established based on the results of the April election. Subsequently, the Sun City West Fire District was formed, shortly thereafter, the newly appointed Governing Board voted to hire the private "for profit" fire protection services provider known as Rural Metro Corporation to supply fire and emergency medical service for the District's estimated 9,000 residents.

In 1992, the Del E. Webb Corporation expanded the community of Sun City West. This expansion added another two square miles and brought the total area protected by the Fire District to roughly twelve square miles and approximately 20,000 residents. In 1993, the contract with Rural Metro was scheduled for renewal. Rural Metro proposed a ten year contract with no additional personnel or services to be added to support the recently expanded District boundaries. As a result, the Fire District Governing Board voted to end the contract and hire its own employees.



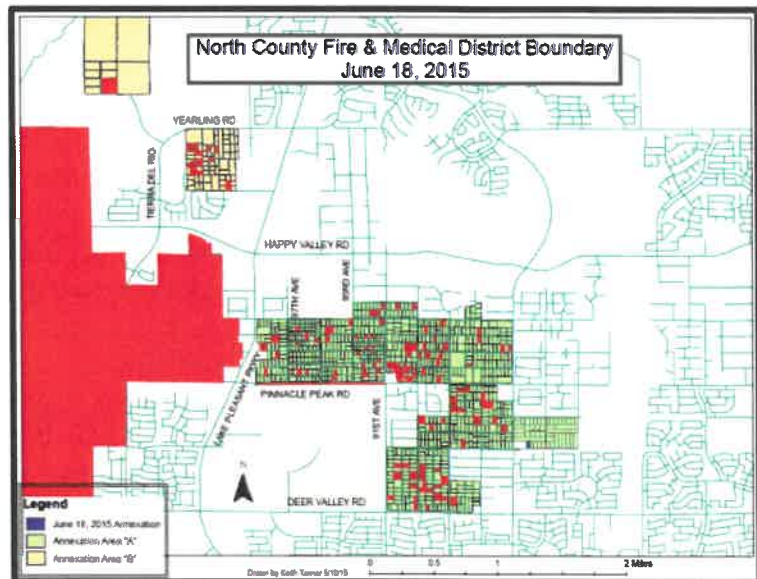
In July of 1994, the Sun City West Fire District began operations with its own personnel (most of the Rural Metro employees that had been working in the community remained during this transition). Computer aided dispatching services and recruit fire training was contracted through the Phoenix Fire Department and the Fire District established mutual-aid agreements with nearly all of the Phoenix Metropolitan area fire departments. The District also began to provide emergency medical transportation to its residents through the use of full-time staffed ambulances.

The Fire District continued to expand both its population and its boundaries. By the end of 2001, approximately ten square miles of state trust land and private property had been annexed into the District and the population had grown to well over 30,000 residents. Furthermore, by this time, the District operations included three full-time fire stations and a full complement of emergency response apparatus and ambulances.

In 2002, the Fire District completed a comprehensive evaluation from the Insurance Services Office (ISO) and as a result, the District's rating was reduced from a Class 5/9 to a Class 2 Public Protection Classification. ISO has established a Public Protection Classification system to rate fire protection agencies between Class 1, agencies providing the highest possible service to an area and Class 10, areas having no fire protection available to them. This Class 2 ISO rating remained in effect until January of 2015, when the District was re-evaluated by ISO. As a result of this appraisal, the District became the first entity to be awarded a Class 1 rating in the State of Arizona.

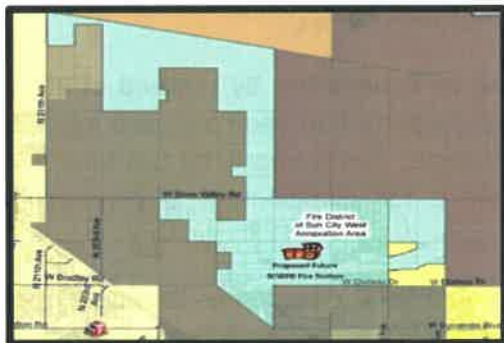
In early 2010, the Fire District completed the process to annex an additional ten square miles of privately owned property to the north and east of the previous District boundaries. The completion of this annexation increased the size of the District to roughly thirty-five square miles with a population of approximately 45,000 residents. Since 2010, the District Fire Board has been requested by single and multi-parcel property owners outside of current boundaries to be annexed into the District in order to receive fire and emergency medical services. The Board approves several individual annexations each year, continuously expanding District boundaries and broadening the tax base.

In accordance with Arizona Revised Statute §48-262(N) any non-contiguous property owner within an unincorporated county island, and whose parcel is within one-half mile of a District boundary, may request to be annexed into a district in order to obtain fire protection and emergency medical services. Throughout the course of FY 2014/2015, the District annexed 120+ individual properties through the process of Single-Parcel Annexation requests made by property owners. These annexations generally occurred from within a 1.6



**NORTH COUNTY FIRE & MEDICAL DISTRICT**  
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square mile county island, situated between the District's current north eastern boundary and the City of Peoria, in the vicinity of Pinnacle Peak Road. Although this law expired on July 1, 2015, the District may still continue to process single parcel annexation requests, but they must be contiguous to existing District boundaries.



During the same period, the District began efforts to complete a petition drive annexation process of an area located northwest of the District's boundaries. This area included 734 parcels, comprised of 235 homes and roughly 400 vacant land parcels, and is contained within an approximately 8.5 square mile area. The combination of these annexation efforts added \$6.6 million in net assessed value and brings the District's total coverage area to approximately 45 square miles.

On June 2, 2015, pursuant to ARS §48-805(B)(14), the Sun City West Fire District Governing Board adopted Resolution #15-0602-1, formally changing the District's name to North County Fire & Medical District (NCFMD).

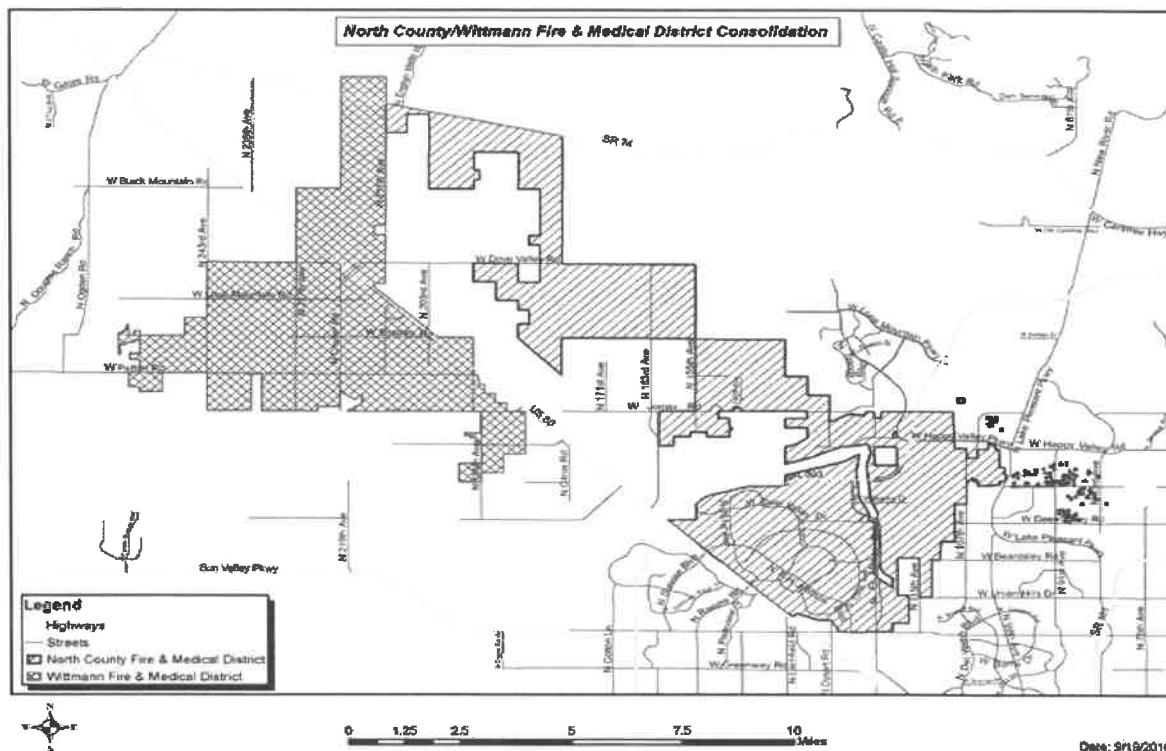
On October 13, 2016, pursuant to ARS §48-822(F), the North County Fire & Medical District Governing Board adopted Resolution #16-1013-1, to consolidate by unanimous consent with the Wittmann Fire & Medical District. Additionally, on the same date, the Wittmann Fire & Medical District Governing Board adopted Resolution #16-1013-01, to consolidate by unanimous consent with the North County Fire & Medical District. Previous to the adoption of these resolutions, each district completed extensive studies to ensure that this consolidation would be in the best interest of the residents and would promote public health, comfort, convenience, necessity and/or welfare of both districts. Each district ensured no single taxpayer in either of the affected districts owned 30% or more of net assessed value of the total net assessed valuation of the districts in accordance with ARS §48-822(C). Finally, each district completed notice/impact statements, held public hearings, and took all such other action necessary to complete the consolidation.

As a result of this consolidation, the former Wittmann Fire & Medical District was essentially dissolved and their elected Board of Directors disbanded and all assets and liabilities of the district were transferred to the North County Fire & Medical District. This expanded the total district boundaries from approximately 45 square miles to 90, increased the population from 45,000 to just over 50,000, and absorbed ten full time employees, two stations and six pieces of apparatus. The call volume of the newly absorbed response area is estimated at just under 700 calls per year, with approximately 300 ambulance transports. Furthermore, the Arizona Department of Health Services – Bureau of Emergency Medical Services approved the expansion of the North County Fire & Medical District's Certificate of Necessity to incorporate the Wittmann service area. This will generate additional alternative revenues above the property tax revenues to be received. The map on the following page depicts the newly consolidated District.

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## **NORTH COUNTY FIRE & MEDICAL DISTRICT**

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On an annual basis, the District reviews it's strategic plan, and revises it every five years. It is imperative that a mission statement depict the general theme and principles by which the District represents its collective purpose. The District prides itself on providing the best service possible to its residents and has developed and adopted the following mission statement to direct its service goals:

**Our mission is to protect life and property and to enhance the well-being of all those that we serve.**

After establishing the District's mission, the next progression was to define a vision for the future. The benchmarks set during strategic planning efforts were used as guidelines of excellence that the District will strive to achieve.

## NORTH COUNTY FIRE & MEDICAL DISTRICT

In order to accomplish this mission, the District has emerged as a multi-service district with services and programs tailored to meet the needs of the community it serves. The District provides fire prevention, fire education, and emergency service operations, which includes fire suppression, emergency medical services and transportation, non-emergency inter-facility medical transport services and a Wildland fire suppression team. Educational programs and community services offered to District residents include the following:

- Chest Compression Only (CCO) and Cardio Pulmonary Resuscitation (CPR) Training, American Health and Safety Institute (AHSI), CPR/ Basic First Aid Training, AHSI Automated External Defibrillator (AED), and AHSI Basic Life Support (BLS) Certification Classes
- Desert pest removals
- Blood pressure checks
- Home safety inspections
- Fire extinguisher demonstrations and safety training
- Smoke alarm inspections and replacement programs
- Lock Box installation and maintenance programs
- Wildland interface programs
- Commercial safety, operational and fire pre-planning inspections
- Construction plan reviews, permits and inspections
- Public education presentation programs
- Fall Prevention Programs
- Child safety seat loaner, installation and inspection programs
- Disaster/Emergency preparedness programs
- Citizens Corps Council
- Fire Corps Volunteer Program

The District currently operates one administrative/apparatus maintenance facility and four strategically placed stations. Station 104, near the intersection of Happy Valley Road and Vistancia Boulevard, just north of the APS Westwing substation, became fully operational in January of 2016. The District's stations are staffed 24-hours a day, 365 days a year with almost seventy full-time state certified sworn firefighters maintaining state certification as Paramedics or Emergency Medical Technicians and half a dozen full-time emergency medical personnel that are all either state certified Paramedics or Emergency Medical Technicians. The District's first-out, front-line apparatus include: one regional command unit, one 105' ladder truck, one ladder-tender, three fire engine pumpers, one brush unit and three ambulances, accompanied by several other pieces of equipment. These apparatus are complemented by additional reserve units, which are utilized for training, maintenance, and other uses. These facilities, apparatus and personnel are supported by an additional dozen support and administrative staff members to ensure the continued smooth operations of the District.

The District, is the recipient of one of the highest certifications any fire protection agency can obtain by becoming an internationally accredited fire agency. This is awarded by the Commission on Fire Accreditation International of the Center for Public Safety Excellence (CPSE). This validates that our



organization has met all criteria established by the CPSE for this accreditation. The initial accreditation received in 2010, was the result of several years of self-evaluation, adopting, following and refining policies and procedures to govern District operations, and finally a review by an outside peer assessment team, who during their site visit, scrutinized and evaluated every aspect of the District's supporting documentation and facilities. This status verifies that the District has met the standards for effectiveness and efficiency in responding to emergencies and makes the District among a select few entities nationally that have recognized the importance of aligning its programs with the national industry best practices for fire and emergency services. There are fewer than 220 accredited agencies out of approximately 49,000 fire protection agencies throughout the country and only a dozen accredited agencies in Arizona. This certification is held for a period of five years and entities must undergo the re-evaluation and peer assessment process again to re-qualify for accreditation. NCFMD completed a re-evaluation process, and in August of 2015, was once again awarded accredited agency status.

By state statute, the District derives a majority of its funding through secondary assessed property tax revenues. The tax rate is established each year as a result of the District's adopted Annual Budget and Operational Plan. The budget is required to be adopted and submitted to the Maricopa County Board of Supervisor's by August 1st of each year.

### **Local Economy**

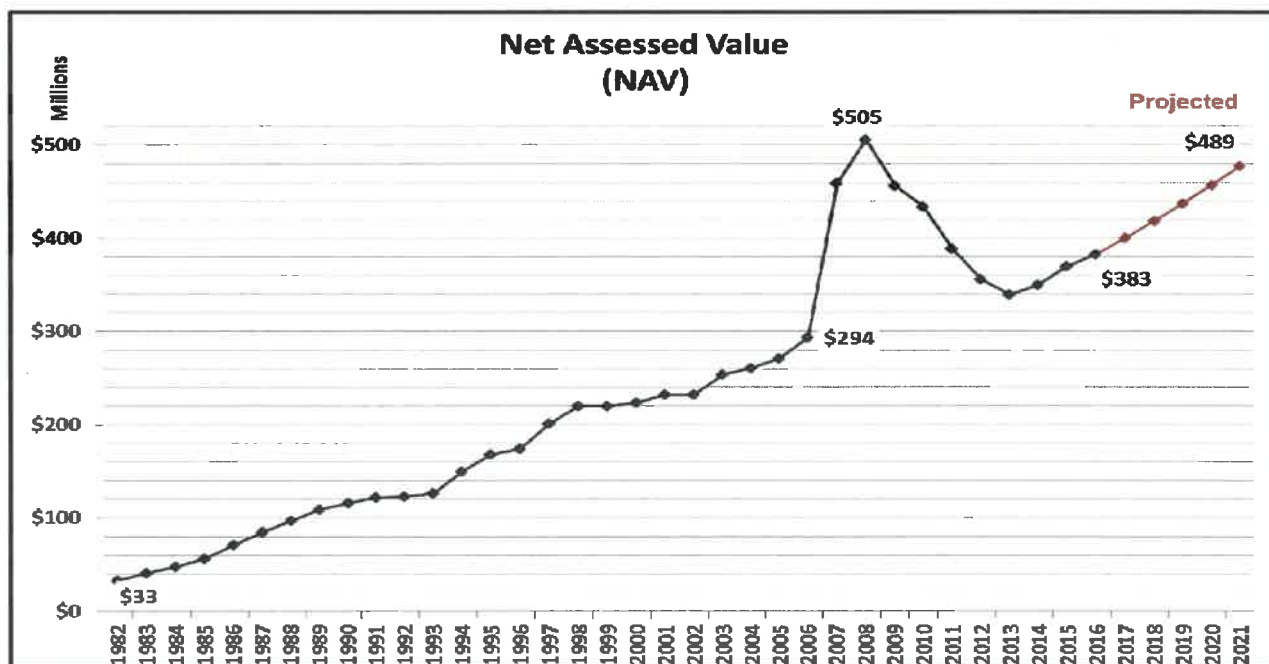
The North County Fire & Medical District is composed of a varied economic environment. The majority of community of Sun City West residents are 55 and older, retired, and living on a fixed income. Consequently, an overwhelming number of the residential properties within this area of the District are owned outright by their occupants. The balance of the District, generally those areas annexed over the last several years, are typical working inhabitants whose homes are still under mortgage. However, like many other political sub divisions of the State of Arizona, the District is still facing the significant economic challenges at local levels.

Primary assessed property values play a significant part in the revenue production of the District. Previously, the District has maintained steady growth, increasing an average of approximately 11.5% annually since the District's inception in 1981. However, the District experienced an annual average decrease of 7.6% in property valuations between 2008 and 2013, generating a total decrease of 32.8% in net assessed valuation (NAV) over the course of five years. Finally during tax year 2014, the District experienced a slight increase in the (NAV) of 3.0% and another increase of 5.8% in tax year 2015, and a 3.6% increase in tax year 2016.

It is important to note that during the Arizona General election held in November 2012, Arizona voters approved Proposition 117, which moves previous special district tax calculation from secondary (full cash) value to primary (limited) value. Furthermore, it limits the annual increase of property valuations to a maximum of 5% over the previous year's value. Valuation associated with annexations, growth, development and property improvements are not limited by this new legislation.



Major valuation highlights in recent years began in the tax year 2008, during which there were significant increases in property values (56.3%) and robust development activity. As previously stated, this reversed in the tax year 2009 with declines in development-related fee revenues, and property values. As a result of these fluctuations, District administrators remain cautious in long-term financial planning. The chart below demonstrates the District's net assessed value from inception through the current year and projections through 2021.



The effect of the deterioration of assessed valuations over the five year period of 2009 - 2013 resulted in almost \$166 Million dollars in decline in property values. However, the District was somewhat buffered from experiencing a significantly higher reduction in values as a direct result of the annexations completed in January 2010. These annexations attributed an additional \$40,918,582 in net assessed value to the previous valuation. Without this annexation, the District would have experienced an approximate 14% decrease rather than a minimal 4.8%.

The District structures the Annual Budget and Operational Plan to minimize the taxation impact to property owners. However, due to varying changes in individual property values each year, the District is unable to set a tax rate that would maintain the identical property taxes assessed to property owners each year. The District reduced the tax rate from the previous year's \$2.9177 by six cents, establishing a rate of \$2.8577 per \$100 of secondary assessed valuation for the fiscal year ending June 30, 2016. (A.R.S. § 48-807F states that the tax levy cannot exceed \$3.25 per \$100.00 of assessed value, before any statutorily allowable overrides). The average assessed value of a home within the Fire District was increased by the Maricopa County Assessor from \$124,800 in tax year 2014 to \$147,515 for 2015, an increase of 18.2% of assessed value in one year. Despite the 2.1% decrease in the tax rate for fiscal year ending June 30, 2016, a District resident who owns a median

valued home realized an increase of approximately 15.8%, in their District Tax for the 2015 tax year as a direct result of the increase in assessed value.

Historically, the District has established a tax rate that is among the lowest in the Phoenix metropolitan area for districts of equivalent size, while providing services that are among the highest. Of the four other fire districts that are similar in size to the North County Fire & Medical District, only three provide both fire suppression and ambulance transport services. For instance, residents of the Sun City Fire District must pay a for-profit provider for their ambulance transport needs. However, tax rates are just a factor used to allocate a government's tax levy to the taxpayer relative to property value and should not be used as a key performance indicator. Other factors such relative median home should be used to analyze the average cost per home owner. The fiscal year ending June 30, 2016 (tax year 2015) legal tax rates for comparable fire districts, as well as the North County Fire & Medical District, are listed below:

<b>District</b>	<b>2015</b>	<b>Estimated annual tax based on home value of:</b>		
	<b>Tax Year Tax Rate</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$200,000</b>
Buckeye Valley Fire District	\$3.2500	\$325.00	\$487.50	\$650.00
Daisy Mountain Fire District*	3.2500	325.00	487.50	650.00
Sun City Fire & Medical District*	3.2500	325.00	487.50	650.00
Sun Lakes Fire District*	3.2500	325.00	487.50	650.00
Superstition Fire & Medical*	3.1900	319.00	478.50	638.00
<b>North County Fire &amp; Medical District*</b>	<b>2.8577</b>	<b>285.77</b>	<b>428.66</b>	<b>571.54</b>

\* Denotes districts that have either received or are pursuing Tax Overrides / General Obligation Bonds, all of the districts compared provide ambulance services.

NOTE: The table above provides information so that readers can perform an analysis of estimated district costs for homes of similar value in various districts within the Phoenix metropolitan area.

### **Long-term financial Planning**

The District has utilized consultants and internal studies to assist in the development of long range financial forecasting programs. Financial policies are essential to the effective fiscal management of the District; however, they must be coupled with strategic, long-term planning processes in order to support an effective organization. The District uses three core documents to facilitate its long-range planning process and to establish its goals and objectives annually. These core documents are identified as the Strategic Plan, the Business Plan and the Annual Budget and Operational Plan. The Strategic Plan is a foundation document that serves as a blueprint to build and improve the organization. The Strategic Plan provides a vision based framework for the District that is evaluated and updated every five years. The Business Plan covers the five year projection period of the Strategic Plan and is reviewed and revised annually in conjunction with the annual budget process. The Budget and Operational Plan is generated annually and guides the District in providing and allocating financial resources and enables the District to deliver its vital services at present service levels.

The Business Plan outlines strategic priorities and action item objectives that assist in prioritization of annual budget requests and the overall allocation of resources. Input from financial forecasting is a vital tool used to help shape and define the District's vision for the future, to identify critical issues, and to seek out revenue sources to support services and outline future service priorities. The Business Plan includes a long term financial forecast that helps the District to address the challenges of balancing revenue and expenditures for the services provided by the District beyond the one year perspective offered by the Annual Budget and Operational Plan. This long term financial forecast is a five-year projection using calculations based on a combination of historical revenue and expenditure levels, known operational needs, and analytical data to produce annual revenue and expenditure estimations. District staff reviews and updates these documents and programs based on identified legislative and economic factors and their potential impact on the District's financial and strategic goals for the future.

The Capital Improvement Plan (CIP) is a component of the District's Business Plan. The purpose of the CIP is to systematically identify, plan, schedule, finance, track capital assets, and to monitor capital projects to ensure cost effectiveness as well as conformance with established policies and priorities. The CIP outlines direct costs associated with recommended capital projects and asset purchases. The CIP outlines anticipated capital projects and the replacement schedules for current capital assets for a period of ten years. Asset purchases and replacements are identified in detail for the first five-year period and in summary for the following five-year period. Capital project purchases and asset replacements for the current fiscal year are identified and summarized with both anticipated initial capital outlay and ongoing operational costs for each project, allowing the Governing Board the opportunity to determine the feasibility of each project. Funding sources for each project are also identified within the plan.

### **Strategic and Planning Matters**

During fiscal year 2007/2008, the District began the process of obtaining fire accreditation through the Center for Public Safety Excellence (CPSE). Attaining accreditation promotes excellence within the District, encourages quality improvement, defines missions and goals to personnel and the public, identifies strengths and weaknesses, fosters development of strategic plans, and promotes pride within the District and to its customers. This accreditation procedure takes approximately eighteen months to complete and consist of comprehensive internal self-evaluation and external peer evaluation systems. The initial steps to complete the self-evaluation requires the generation of a self-assessment manual and a standards of coverage manual. The external evaluations are conducted by unbiased, objective reviewers who compare the District to a set of national standards and then make recommendations on how to elevate the professionalism and level of service delivery within the District.

In August 2010, the District completed the accreditation process and achieved Accredited Agency status, held for a period of five years. In 2015, the District completed the re-accreditation process and again was awarded Accredited Agency Status, for the period of 2015-2020. There are fewer than 220 accredited agencies out of approximately 49,000 fire departments throughout the country and a dozen accredited agencies in Arizona. This accreditation status verifies that District has met the

highest standards for effectiveness and efficiency in responding to emergencies. With the receipt of this recognition, the District possesses a major resource for continuous improvement. The Commission on Fire Accreditation International (CFAI), its professionalism and its quality of service lend credence to the District's administrative and operational performance. Formal receipt of accreditation has the potential of raising the District's standing in the application process for the receipt of grant funds.

## **Financial Policies**

Establishing and following sound fiscal policies enhances the District's financial health as well as its image and credibility with its citizens and the public in general. The Board is charged with establishing financial policies and the staff is responsible for implementing those policies in the day-to-day management of District finances.

The District's budget is closely aligned with the financial policies established by the Governing Board. These policies serve to strengthen the current and long-term financial health of the organization and are visited, at a minimum, on an annual basis to ensure they represent the most current and realistic framework for decision-making. A balanced budget is the foundation of the District's financial policies. The Board and District staff members define a balanced budget as one that matches required expenditures necessary to provide the District's established service goals with available, sustainable resources. The Board and the staff spend an extensive period of time detailing expenditures and identifying and verifying the revenue sources that are available to support those expenditures. As expenditures fluctuate, so must revenues. However, the Board and staff strive to ensure that these fluctuations do not negatively impact service levels.

*Fund Balance:* During the beginning months of each fiscal year, generally between July and mid-September, the District receives little or no property tax revenues. This is a direct result of the State of Arizona's property tax billing and collection cycle. Property taxes are levied and billed to taxpayers annually and payments are due in two installments. The first installment is due during October and the balance is due in April of each fiscal year. The Board and administrative staff are charged with determining, on a monthly basis during these times of revenue shortfalls, if the District should utilize the cash available in the capital projects fund or obtain short-term borrowing.

The capital projects fund monies can be borrowed to serve as working capital for the first few months of the fiscal year. The District may also choose to use short-term borrowing or registered warrants obtained through the Maricopa County Treasurer's Office. A combination of both options has been used in recent years. During times of low earnings interest rates, it is generally more beneficial for the District to borrow from the capital projects fund than to pay the interest costs associated with registered warrants. During times where the District can invest funds to earn higher interest rates, short-term borrowing usually results in lower costs when compared against the high interest revenues produced from the investment of capital funds. After sufficient property taxes are received through Maricopa County to support monthly expenditures, any monies borrowed are returned to the capital projects fund.

*Capital Improvement Plan:* The purpose of the Capital Improvement Plan (CIP) is to systematically identify, plan, schedule, finance, track capital assets, and to monitor capital projects to ensure cost effectiveness as well as conformance with established policies and priorities. The CIP is reviewed and updated annually, at a minimum, and outlines direct costs associated with capital projects and asset purchases. Required ongoing operational costs are identified and presented as a part of each project allowing the Board the opportunity to determine the feasibility of each project. Funding sources for each project or purchase are acknowledged within the plan.

*Fiscal Planning and Budgeting:* The Fire District's policy concerning fiscal planning and budgeting is to govern the preparation, monitor the expenditures, and analyze the effectiveness of the Annual Budget and Operational Plan. Part of this process includes incorporating a long-term perspective and a system of identifying available and sustainable resources and allocating those resources among competing purposes. The District presents an annual operating budget that is balanced, meaning that planned expenditures are equal to or less than current revenues and ongoing expenditures will only be paid for with ongoing revenues. The District will not postpone expenditures, use one-time (nonrecurring) revenue sources to fund ongoing (recurring) uses or use external borrowing for operational requirements. The District identifies and allocates funding resources amongst various service needs. It is increasingly important to incorporate a long-term perspective and to monitor the performance of programs competing to receive funding.

The District's audited, fund basis, financial statements are presented using the modified accrual basis of reporting; therefore, District budgeting is also done on a modified accrual basis. Under the modified accrual basis, expenditures are recorded when goods or services are actually received, rather than when the invoices are paid. The exception to this general rule is interest on general long-term debt, which is recognized when due. Revenues are recorded in the accounting period in which they become measurable and available.

### **Pension and Other Post-Employment Benefits**

The District contributes to the Public Safety Personnel Retirement System (PSPRS), agent multiple-employer public employee retirement system that acts as a common investment and administrative agent to provide retirement, death and disability benefits for all eligible suppression personnel. All benefit provisions and other requirements are established by state statutes. Employees were required to contribute 11.65% of their wages to PSPRS in the fiscal year ending June 30, 2016. The District is required to contribute the remaining amounts necessary to fund PSPRS, as determined by the actuarial basis specified by statute. The employer rate for the fiscal year ending June 30, 2016 was 26.48% of covered payroll.

All PSPRS annuitants and non-suppression employees contribute to the Arizona State Retirement System (ASRS). The ASRS is a cost sharing, multiple-employer, public employee, tax qualified, defined benefit plan (with the exception of the defined contribution portion). The ASRS Board is the governing body of the ASRS and is responsible for the administration and management of the ASRS and its trust fund. For the fiscal year ending June 30, 2016, participating employees were required to



contribute 11.35% for retirement and 0.12% for long-term disability. The District is required to contribute at the same percentage rates.

### **Awards and Acknowledgements**

**Awards:** The Government Finance Officers Association of the United States and Canada (GFOA) created the Certificate of Achievement for Excellence in Financial Reporting (CAFR Program) in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare Comprehensive Annual Financial Reports (CAFR) that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal.

Reports submitted to the CAFR program are reviewed by selected members of the GFOA professional staff and the GFOA Special Review Committee (SRC), which comprises individuals with expertise in public-sector financial reporting and includes financial statement reviewers, independent auditors, academics, and other finance professionals.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the North County Fire & Medical District for its comprehensive annual financial report for the fiscal year ended June 30, 2015. This is the sixth consecutive year that the District has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principle and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and are submitting it to the GFOA to determine its eligibility for another certificate.

**Acknowledgements:** The preparation of this report would not have been possible without the efficient and dedicated service of the entire staff of the Financial Services Section and the District Administrative staff. We wish to express our appreciation to all members of the District who assisted and contributed to the preparation of this report. Appreciation is also extended to the District's Governing Board, the employees and citizens of the District whose continued support is vital to the financial health of the North County Fire & Medical District.

Respectfully Submitted,



Robert Biscoe, Fire Chief



Diane Goke, CPA, Financial Manager

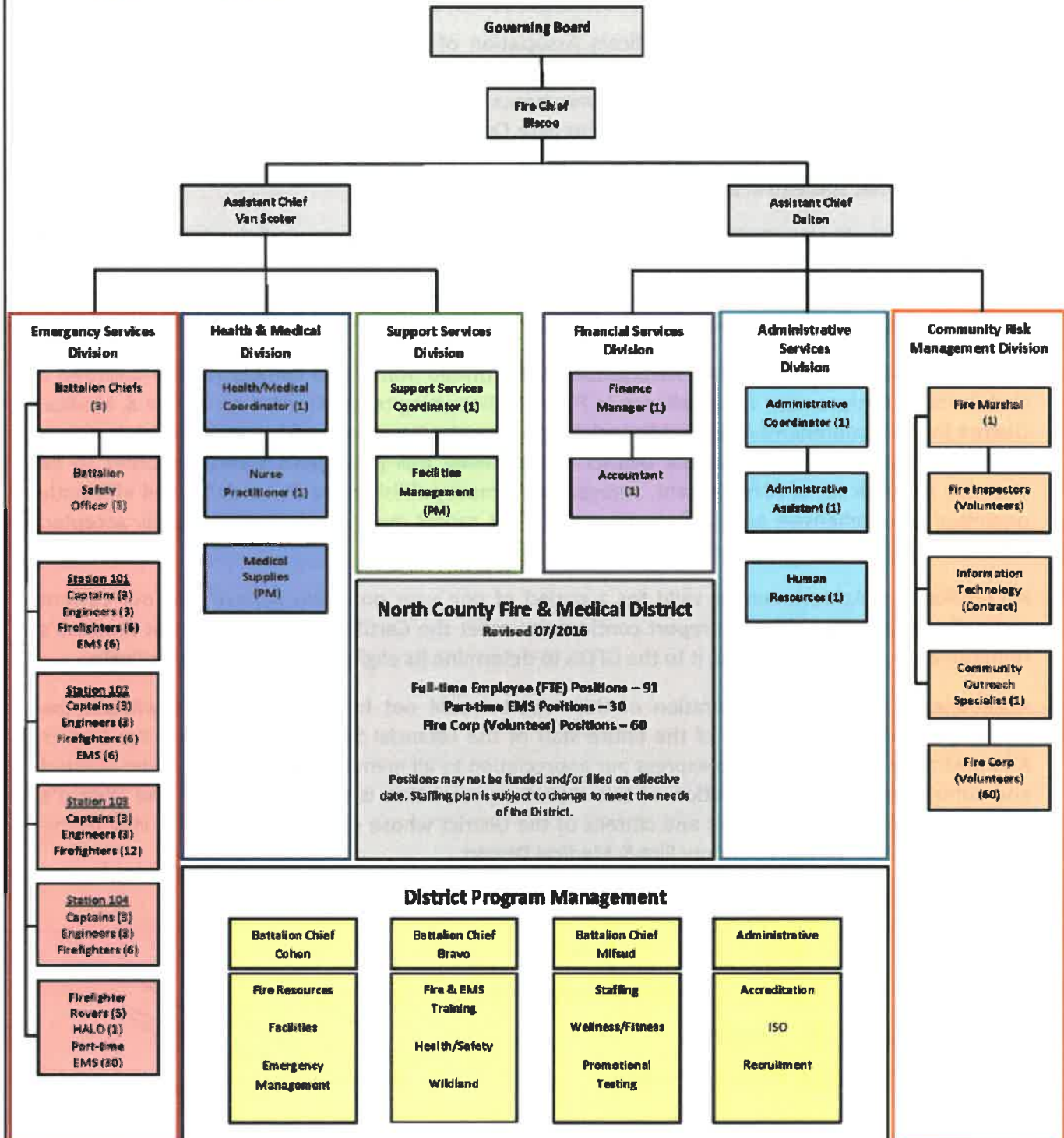


Coaleen Poland, Accountant



# North County Fire & Medical District

## Organizational Chart



**North County Fire & Medical District  
ELECTED AND APPOINTED OFFICIALS  
June 30, 2016**

<b><u>Elected Officials</u></b>	<b><u>Board Title</u></b>	<b><u>Originally Elected</u></b>	<b><u>Current Term Expires</u></b>
David Wilson	Board Chairman	November 2004	November 2016
Dusty Rhodes	Board Clerk	November 2004	November 2018
William Hamel	Board Member	November 2002	November 2018
John 'Jack' Meyer	Board Member	November 2006	November 2018
Russell 'Smitty' Smith	Board Member	November 2012	November 2016

<b><u>Appointed Officials</u></b>	<b><u>Title</u></b>	<b><u>Section</u></b>
Robert L. Biscoe	Fire Chief	District-wide

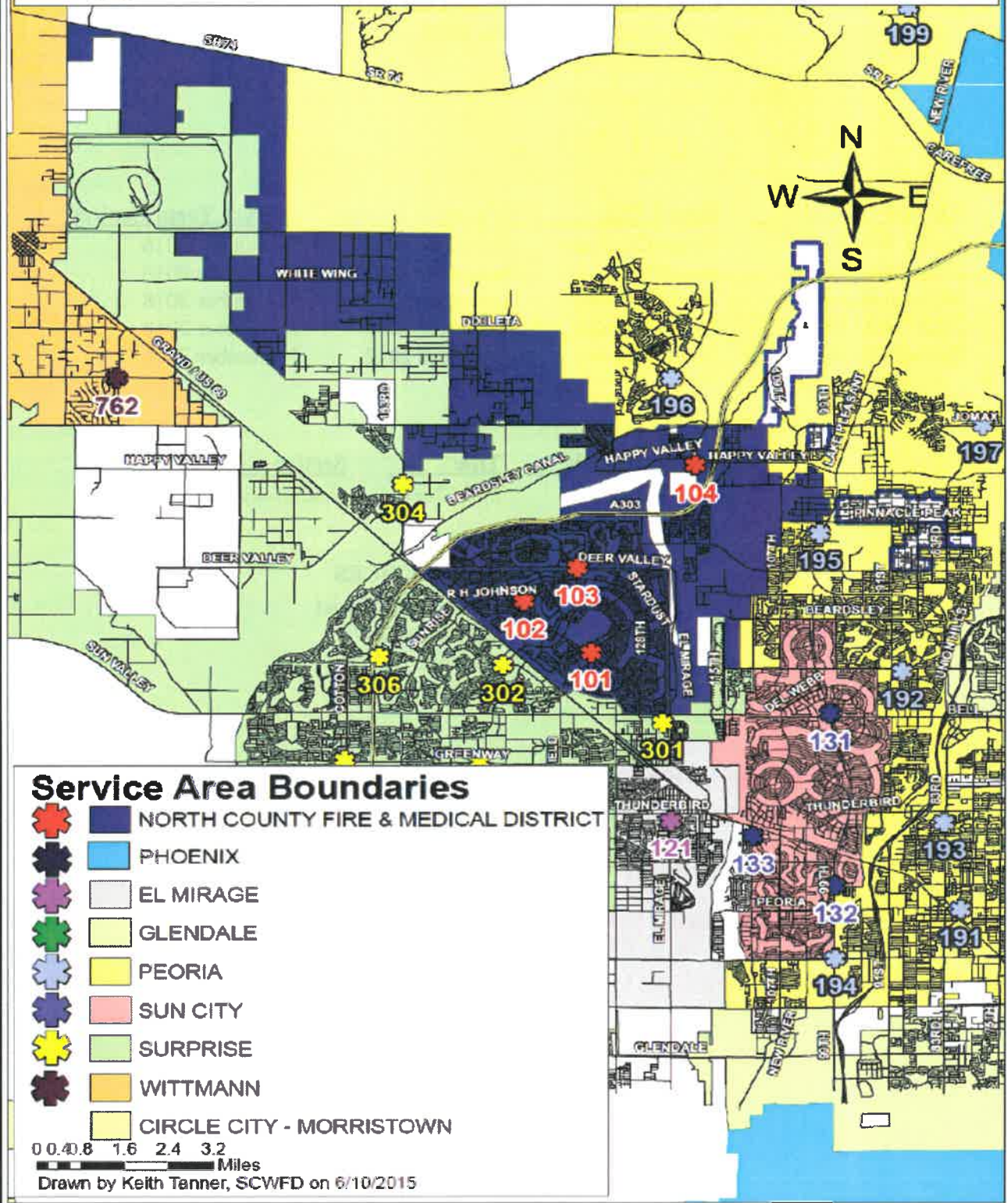
**ADMINISTRATIVE OFFICES**  
North County Fire & Medical District  
18818 N. Spanish Garden Drive  
Sun City West, Arizona 85375

**LEGAL COUNSEL**  
Bonnett, Fairbourn, Friedman & Balint, P.C.  
2901 N Central Avenue, Suite 1000  
Phoenix, Arizona 85012





# North County Fire & Medical District 2015 Service Area Map





**Government Finance Officers Association**

**Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting**

**Presented to**

**North County Fire and Medical District  
Arizona**

**For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended**

**June 30, 2015**

A handwritten signature in black ink, reading "Jeffrey R. Egan". The signature is fluid and cursive.

**Executive Director/CEO**



# Financial Section





# Walker & Armstrong LLP

CERTIFIED PUBLIC ACCOUNTANTS

3838 North Central Avenue  
Suite 1700  
Phoenix, Arizona 85012  
602.230.1040  
602.230.1065 (Fax)

[www.wa-cpas.com](http://www.wa-cpas.com)

## **Independent Auditor's Report**

To the Board of Directors  
North County Fire & Medical District  
Sun City West, Arizona

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of North County Fire & Medical District (the District), as of and for the year ended June 30, 2016, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

## **Opinions**

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of North County Fire & Medical District as of June 30, 2016, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Other Matters**

### *Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 4 through 17, the budgetary comparison information on pages 49 through 50, the pension information on page 47 (schedule of agent retirement plan's funding progress) and the pension information on pages 51 to 54, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### *Other Information*

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the North County Fire & Medical District's basic financial statements. The introductory section and statistical section, are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

*Compliance with Title 48, Chapter 5, Article 1 Applicable to Debt and Warrant Issuance Limitations*

In connection with our audit, nothing came to our attention that caused us to believe that North County Fire & Medical District failed to comply with the provisions of Title 48, Chapter 5, Article 1 limiting the amount of certain debt and warrants that can be issued by North County Fire & Medical District, insofar as such compliance relates to accounting matters. However, our audit was not directed primarily toward obtaining knowledge of such noncompliance. Accordingly, had we performed additional procedures, other matters may have come to our attention regarding North County Fire & Medical District's noncompliance with Title 48, Chapter 5, Article 1, insofar as they relate to accounting matters.

The communication related to compliance with the provisions of Title 48, Chapter 5, Article 1 referred to in the preceding paragraph is intended solely for the information and use of members of the Arizona State Legislature, the Board of Directors, management, and other responsible parties within North County Fire & Medical District and is not intended to be and should not be used by anyone other than these specified parties.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated January 17, 2017, on our consideration of North County Fire & Medical District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering North County Fire & Medical District's internal control over financial reporting and compliance.

*Wachen & Armstrong, LLP*

Phoenix, Arizona  
January 17, 2017



# **Management's Discussion and Analysis**

(Required Supplementary Information)



**North County Fire & Medical District  
Management's Discussion and Analysis  
June 30, 2016**

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As management of North County Fire & Medical District (the "District"), we offer readers of the District's financial statements this narrative overview and analysis of the financial activities of the District for the fiscal year ended June 30, 2016. We encourage readers to consider the information presented here in conjunction with District's financial statements, which begin on page 18.

**Financial Highlights**

- At the close of the most recent fiscal year, the liabilities of the District exceeded assets by \$2,139,243. This deficit was primarily the result of the implementation of the Government Accounting Standards Board (GASB), Statement No. 68, which was implemented in the prior year and for which the cumulative results carried into the 2016 fiscal year. The net investment in capital assets equated to \$5,843,027 net of related debt.
- During the year, the District's total net position decreased by \$326,963. These activities include increased collections from property tax and program revenues such as wildland services and Interfacility, Non-Emergency Ambulance Transport Services. This combined with a significant increase in the allowance for uncollectable ambulance receivables resulted in the net reduction in net position for the fiscal year ended June 30, 2016.
- As of the close of the current fiscal year, the District's governmental funds reported combined ending fund balances of \$4,340,901, a decrease of \$2,752,966 from prior year. Approximately 73.4% of this total amount, or \$3,184,559, is available for spending at the government's discretion (unassigned fund balance). Of the remaining fund balance, \$95,000 was identified as non-spendable, \$206,956 is assigned for the employee benefit liability account, \$59,535 is legally restricted (from donations) for community service and safety programs, the remaining balance of \$794,851 has been committed to future capital projects.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$3,184,559 or 22.1% of the 2016 fiscal year's total budgeted operating expenditures.
- At the onset of budget preparation for the year ended June 30, 2016, the District's board of directors mandated that the District maintain adequate controls over the budgeting process to minimize any potential for increased burden on the District's taxpayers. The budget for the year ended June 30, 2016 accomplished this task.
- For tax year 2015, the District's net assessed valuation increased by 3.5%, despite an 8.2% increase in the operating budget, and the District was able to decrease the tax levy rate to \$2.8577 per \$100 of secondary assessed valuation. Due to an increased median home value of \$147,515, the estimated annual fire district tax of \$422 per home was a 15.8% increase over the prior year, which was a result of increased assessed valuation.
- It is important to note that despite the 8.2% increase in the overall budget, the District limited the tax levy increase to 3.0% as a result of increased alternative revenue sources. Actual fire district property tax revenues increased 2.4%, from \$10,208,325 to \$10,454,835. This increase can be attributed to a combination of property annexations and the increase in the District's tax levy.

## Management's Discussion and Analysis - Continued

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### **Overview of the Financial Statements**

This discussion and analysis is intended to serve as an introduction to the District's basic financial statements which are comprised of three components: (1) government-wide financial statements, (2) fund financial statements and (3) notes to the basic financial statements. This report also contains required supplementary information in addition to the basic financial statements themselves.

### **Government-wide Financial Statements**

The government-wide financial statements are designed to provide readers with a broad overview of the District's finances, in a manner similar to a private-sector business. Consequently, the entity-wide presentation utilizes the accrual basis of accounting and consolidates all governmental funds of the District.

The *statement of net position* presents information on all of the District's assets and liabilities with the difference between them reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the District is improving or deteriorating.

The *statement of activities* presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

The government-wide financial statements can be found on pages 18-19 of this report.

### **Fund Financial Statements**

A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The District, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. Management establishes governmental funds based on the application of generally accepted accounting principles and the evaluation of applicable laws, regulations and reporting objectives.

## Management's Discussion and Analysis - Continued

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### ***Governmental Funds***

*Governmental funds* are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The District maintains three (3) individual governmental funds: the general fund, the capital projects fund and the special projects fund (a special revenue fund). Information is presented separately in the governmental fund balance sheet and governmental fund statement of revenues, expenditures, and changes in fund balances for each of these funds, all of which are considered to be the major funds of the District; the concept and determination of major funds has been established by the Governmental Accounting Standards Board (GASB). While the special revenue fund is a non-major fund, it is the only fund meeting this criterion and is thus discreetly reported.

The District adopts an annual appropriated budget to levy taxes and provide for its general fund. A budgetary comparison statement for the general fund has been provided as part of the supplementary information following the basic financial statements to demonstrate compliance with the budget and is presented on pages 49 and 50. The District revises the capital improvement plan annually to outline anticipated replacements and projects to be completed during the year using the capital projects fund.

There is no budget generated for the special revenue fund as it is generally comprised of restricted monies that carryover from year-to-year for the purpose of supporting specified projects or programs as related to the funding received. Detailed tracking of these resources and the associated expenditures are continuously maintained to ensure funds are used for their intended purpose.

The basic governmental fund financial statements can be found on pages 20-23 of this report.

## Management's Discussion and Analysis - Continued

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### ***Notes to Basic Financial Statements***

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the basic financial statements can be found on pages 24-48 of this report.

### ***Other Information***

In addition to the basic financial statements and accompanying notes, this report includes required supplementary information, other than *Management's Discussion and Analysis*, concerning a comparison of the District's budget to actual revenues and expenditures, as described earlier and can be found on pages 49 and 50 of this report and certain pension information reported on pages 51-54. Also, certain financial, demographic, economic and statistical information is presented on pages 55-68.

### **Government-wide Financial Analysis**

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of North County Fire & Medical District, liabilities exceeded assets by \$2,139,243 at the close of the 2016 fiscal year. This represents a \$326,963 decrease from the prior year, resulting from a significant write-off of bad debt expense related to uncollected ambulance revenues during the year ended June 30, 2016.

A portion of the District's net position (\$5,843,027) reflects its investment in capital assets (e.g., land, construction in progress, buildings, machinery, vehicles, and equipment); less accumulated depreciation and any related outstanding debt used to acquire those assets. The District uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although, the District's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities. \$59,535 of the District's net position is restricted funds for the purpose of supporting specified projects or programs related to donated funds. The remaining unrestricted net position totaling a deficit of \$8,041,805 is unrestricted and may be used for apparatus purchases, future fire station property and construction costs, and to improve the quality of fire protection and emergency medical services within the District's boundaries.

The District's \$11,701,224 in capital assets consists of four fully staffed fire stations which are strategically placed throughout the District's forty-five square mile service area and one dual purpose administration and fleet maintenance facility. The District maintains a fleet of approximately thirty fire apparatus, ambulances and staff vehicles, all of which are in above average condition. The District also has acquired state-of-the art medical and firefighting equipment which is all well-maintained in order to provide the highest level of care. The remaining assets consist mainly of cash and cash equivalents, investments and property tax receivables, ambulance transport and other program revenue receivables which are used to meet the District's ongoing obligations to its citizens.

## Management's Discussion and Analysis - Continued

Below is a comparative analysis between the current and the prior fiscal year for the government-wide statements.

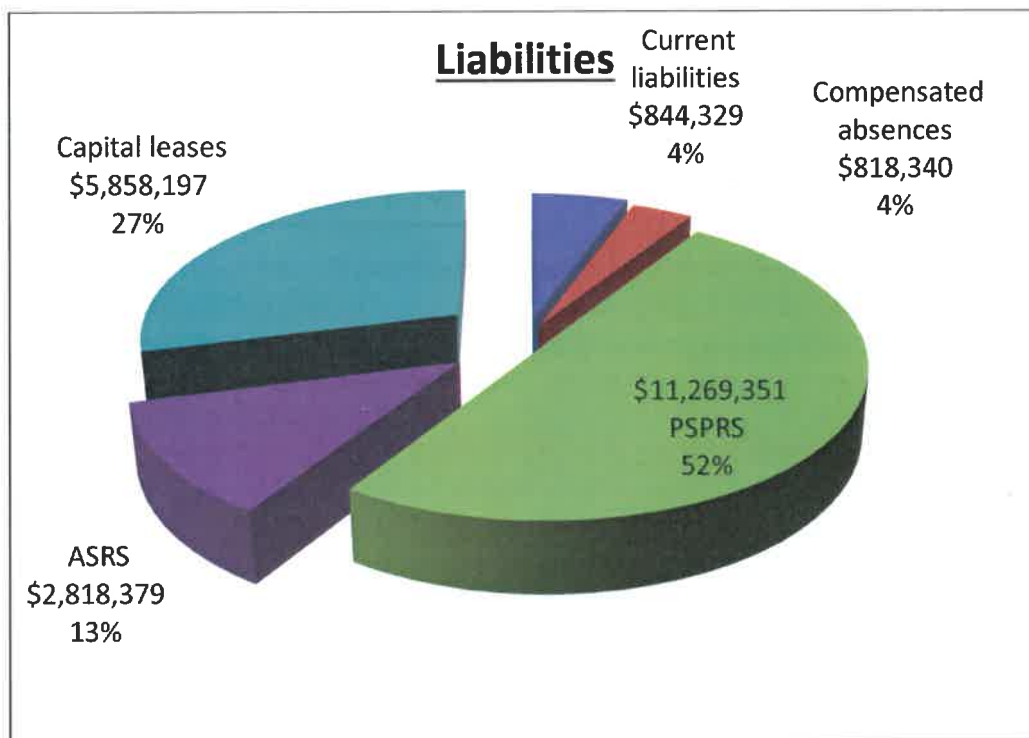
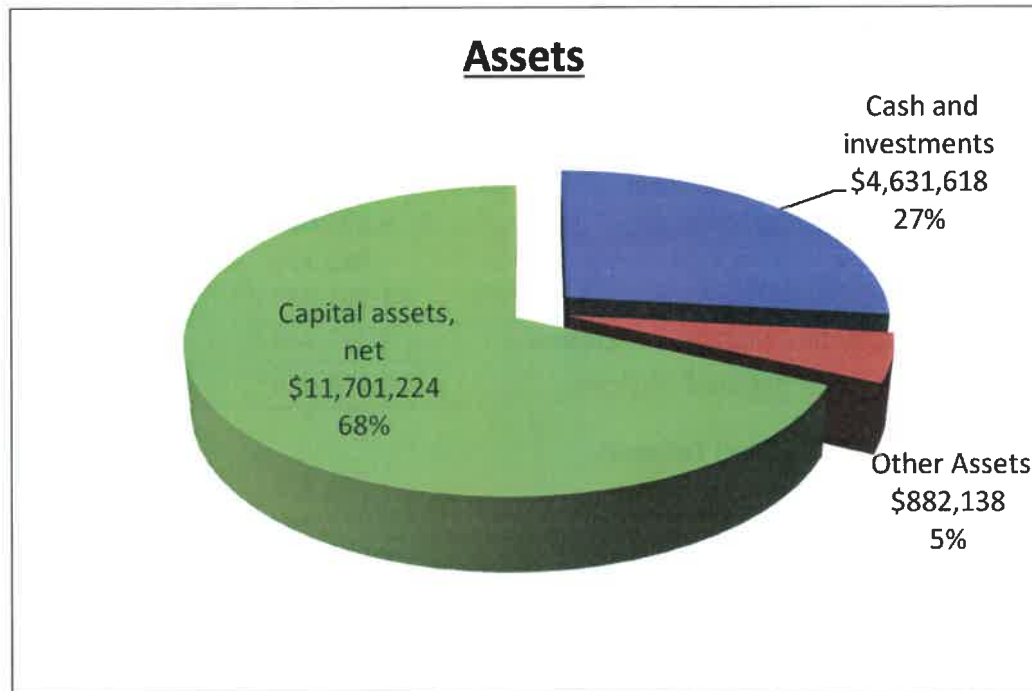
### Condensed Statement of Net Position

	Governmental Activities	
	2016	2015
<b>Assets &amp; Deferred Outflows:</b>		
Current and investments	\$ 4,631,618	\$ 8,021,165
Other assets	882,138	697,986
Capital assets, net	11,701,224	9,637,691
Deferred outflows related to pensions	3,723,444	3,111,774
Total assets & deferred outflows	20,938,424	21,468,616
<b>Liabilities &amp; Deferred Inflows:</b>		
Current liabilities	844,329	1,204,675
Compensated absences	818,340	758,561
Capital leases	5,858,197	6,227,246
PSPRS pension liability	11,269,351	10,766,170
ASRS pension liability	2,818,379	2,562,547
Deferred inflows related to pensions	1,469,071	1,761,697
Total liabilities & deferred inflows	23,077,667	23,280,896
<b>Net position:</b>		
Net investment in capital assets	5,843,027	3,410,445
Restricted for community services	59,535	56,498
Unrestricted	( 8,041,805)	( 5,279,223)
Total net position	\$ ( 2,139,243)	\$ ( 1,812,280)



## Management's Discussion and Analysis - Continued

The following charts highlight the significant assets and liabilities of the District.



## Management's Discussion and Analysis - Continued

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During 2016, governmental activities decreased the District's net position by \$326,963. Key elements of this change in net position are as follows:

- District program revenues such as plan reviews, construction permits, and inspection fees increased for the year, which is consistent with increases in new and remodel construction within the District. The District also continued to experience a steady increase in emergency ambulance transport revenues and other intergovernmental and contractual arrangements. The District generated wildland revenues and maintained an inter-governmental agreement (IGA) with the Glendale Fire Department to provide staffing personnel for their helicopter air-medical logistical operations (HALO) program. The District generated additional program revenues through the operational permitting program, providing annual fire inspections and operational permits to commercial occupancies within District boundaries. Lastly, the District began experiencing a significant increase in the inter-facility non-emergency ambulance transport services. This program began late in the year ended June 30, 2014.
- Budgeted tax revenues increased slightly due to the need to cover the increase in the adopted budget expenses. These increases correlated to increases in health and liability insurance costs, dispatching fees, fuel and utility costs and increases in retirement contributions.
- The District acquired capital assets in the amount of \$2,736,699, which included: (i) the purchase of new heart monitors (ii) the construction of Station 104 and the renovation of Station 103, (iii) the Tyler Technologies Encode Accounting and Human Resource Information Systems (HRIS) software system, (iv) the construction in progress of various apparatus, including a water tender and an engine, (v) and the addition of two ambulances.
- Due to continued increases in call volumes and both emergency and non-emergency ambulance transports, some operating expenses such as fuel, utilities, communications and dispatching services, and medical supplies increased. In addition, the District saw ongoing increases in employee health insurance, workers' compensation insurance, and building maintenance supply expenses. Further, there was a significant increase in the allowance for uncollectible ambulance receivables of \$575,436 during the fiscal year ended June 30, 2016. However, in spite of these increases, expenses were well managed and were below budgeted expense totals, with savings in salaries and benefits, operations, services and supplies.

## Management's Discussion and Analysis - Continued

- The receipt of the previously mentioned unanticipated program revenues, coupled with the unanticipated increase in the allowance for uncollectible ambulance receivables during the year ended June 30, 2016, impacted the District by decreasing net position. District management increased the employee benefit liability account to utilize current resources to begin funding the previously unfunded liabilities associated with compensated absences.

The following table presents a comparative summary of the District's revenues and expenses for the current and preceding fiscal years.

### Condensed Statement of Changes in Net Position

	<b>Governmental Activities</b>	
	<b>2016</b>	<b>2015</b>
<b>Revenues:</b>		
Program revenue:		
Charges for services	\$ 2,799,831	\$ 2,844,763
Operating grants and contributions	538,279	12,817
General revenues:		
Taxes	10,972,709	10,809,996
Investment and other	281,415	107,230
Total revenues	14,592,234	13,774,806
<b>Expenses:</b>		
Public safety	14,919,197	13,144,086
Total expenses	14,919,197	13,144,086
Change in net position	( 326,963)	630,720
Net position (deficit), beginning	(1,812,280)	(2,443,000)
Net position (deficit), ending	\$ (2,139,243)	\$ (1,812,280)

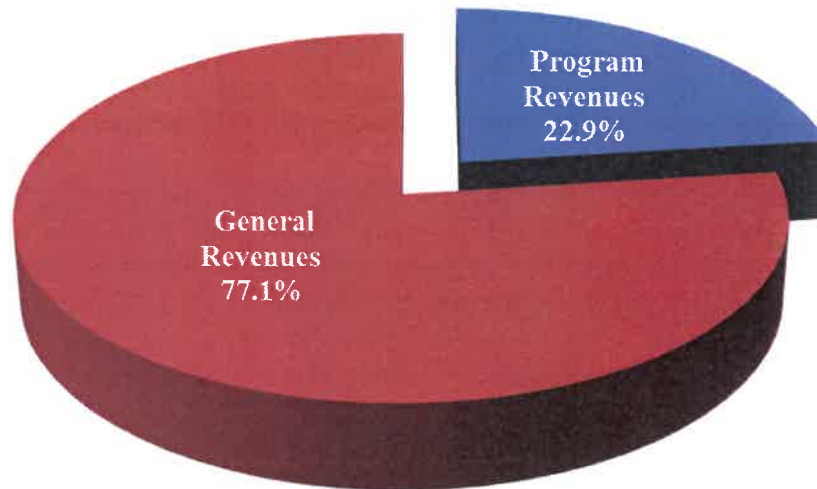
The cost of all governmental activities for the year ended June 30, 2016 was \$14,919,197. Property taxes, fire district assistance taxes (county aid) and fire insurance premium taxes provided funding of \$10,452,419, \$408,398, and \$111,892, respectively. Due to legislative changes in 2011, the District is eligible to receive \$400,000 in county aid revenue annually, an increase of \$100,000 over the previous legislative limit. Ambulance revenues combined with other program revenues such as permits resulted in program revenues of \$3,338,110.

## Management's Discussion and Analysis - Continued

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The following chart highlights the significant sources of revenues.

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### **Financial Analysis of the Governmental Funds**

As noted earlier, the District uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

The focus of the District's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the District's financing requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of fiscal year.

At the end of the current fiscal year, the District's governmental funds reported combined ending fund balances of \$4,340,901 a decrease of \$2,752,966 in comparison with the prior year's balance. The largest component of the decrease is associated with the significant expenditures associated with the capital projects completed during 2016. Revenues increased by \$989,759 over the previous fiscal year which included a significant increase in wildland revenues and Staffing for Adequate Fire and Emergency Response (SAFER) grant revenues from the Federal Emergency Management Agency.

## **Management's Discussion and Analysis - Continued**

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Of the \$4,340,901 total combined governmental fund balance, the amount committed by the Board to capital projects totaled \$794,851. The remaining amount, comprised of non-spendable prepaid items in the amount of \$95,000, \$59,535 is legally restricted (from donations) for community service, fund balance assigned to the employee benefit liability account in the amount of \$206,956 and \$3,184,559 is unassigned and available for future spending.

The general fund is the chief operating fund of the District. At the end of the current fiscal year, unassigned fund balance of the general fund was \$3,184,559. As a measure of the general fund's liquidity, it may be useful to compare spendable fund balance to total fund expenditures. Spendable fund balance represents 22.2% of total general fund expenditures of \$14,359,474.

The capital projects fund accounts for the accumulation of financial resources allocated for the following: future construction costs for new and existing facilities; for the purchase or replacement of fire, emergency medical response, staff and maintenance apparatus; significant fire and emergency medical services equipment replacements such as Self Contained Breathing Apparatus (SCBA) equipment and heart monitor/defibrillators; communications equipment such as 800 MHz radios; and major administrative management equipment such as copiers and computer servers. As of June 30, 2016, the ending fund balance in the capital projects fund was \$726,355. The District's Governing Board has determined that cash available in the general fund as of the fiscal year ended June 30, 2016, net of encumbrances, totaling \$68,496 would be transferred into the capital projects fund and committed to future capital development.

The special projects fund is a special revenue fund established for the collection and disbursement of funds for specified programs such as paramedic training, fire corps, fire and life safety, and the child safety seat loaner programs. These funds are contributed by citizens and local organizations for a specific purpose and are strictly utilized in accordance with the donors' wishes. Program funding and expenditures generally cross over fiscal years and therefore are managed within the special revenue fund. As of June 30, 2016, the ending fund balance in the special revenue fund was \$59,535.

### **Budgetary Highlights**

During fiscal year ended 2016, there was an amendment to the originally adopted budget as a result of the award of the SAFER grant which occurred in December 2015. Total revenues were \$94,732 more than budgeted revenues while total expenditures were \$65,400 less than budgeted expenditures. The increase in budgeted revenues occurred primarily due to increased collections of ambulance revenue. The positive expenditure variance resulted primarily from an overall effort to reduce operating costs and the fact that the District did not incur expenditures that would necessitate the use of the contingency line item.

### **Capital Asset and Debt Administration**

**Capital Assets** – The District's investment in capital assets as of June 30, 2016, totaled \$11,701,224 (net accumulated depreciation). These assets include land, buildings and improvements, apparatus and general fire, emergency medical, communications and administrative equipment.



## Management's Discussion and Analysis - Continued

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Major capital asset transactions during the year included the following:

The District acquired or constructed capital assets in the amount of \$2,736,699, which included: (i) the purchase of new Heart Monitors (ii) construction of Station 104 and the renovation of Station 103, (iii) the Tyler Technologies Encode Accounting and Human Resource Information Systems (HRIS) software system, (iv) the construction in progress of a various apparatus, including a water tender and an engine, and (v) the addition of two ambulances.

The District depreciates capital assets, except for land and construction in progress, consistent with generally accepted accounting principles, utilizing the straight-line depreciation method. The cost of the asset is divided by the expected useful life in years and the result is charged to expense each year until the asset is fully depreciated. Major outlays for capital assets and improvements are capitalized as projects are completed and placed into service. The District's threshold for capitalization was maintained at \$5,000 to \$50,000 which is consistent with the minimum threshold as recommended by the Government Finance Officers Association (GFOA). Additional information on the District's capital assets can be found in Note 4 in the basic financial statements on page 32.

Subsequent to June 30, 2016, the District continued its practice of appropriate capital project funding to ensure the highest level of services to the public. Through careful planning and monitoring of the District's capital asset replacement schedule, the District has determined an annual funding requirement to provide for the timely replacement of a majority of the District's larger, and more expensive, apparatus and equipment. The capital projects funding requirement, for the year ended June 30, 2016, was a minimum of \$585,600 as determined by the District's capital asset replacement schedule. In addition to the minimum annual funding requirement, the District's governing board has stated that any general fund unencumbered fund balance is to be transferred into the capital projects fund to support future capital development.

**Long-term Liabilities** - The District continues to retire and manage debt to fund various capital projects which support program services. As of June 30, 2016, the District had long-term outstanding liabilities of \$19,945,927 (excluding compensated absences) resulting from lease purchase agreements and unfunded pension liabilities. The remaining debt associated with the lease-purchase agreements (\$5,858,197), requires debt service payments totaling \$7,134,940 during the fiscal year ending June 30, 2017 through 2033. As a result of the implementation of the Government Accounting Standards Board (GASB) Statement No. 68, the District recognized the long-term debt associated with unfunded pension liabilities. These liabilities are recorded as \$11,269,351 in Public Safety Personnel Retirement System (PSPRS) and \$2,818,379 in Arizona State Retirement System (ASRS) unfunded liabilities. This long-term debt will be satisfied through actuarially established annual contributions rates.

All debt is backed by the full faith and credit of the District and pledged assets. Additional information on the District's long-term liabilities can be found in Note 5 in the basic financial statements on page 33-34.

**Economic Factors and Next Year's Budgets and Rates**

Arizona Revised Statutes limit the amount the District can assess property tax revenues to \$3.25 per \$100 of secondary assessed value. Additionally, with the passage of Senate Bill 1421, fire districts are now limited to an 8% annual property tax levy increase based on the 2008 tax levy; this increase is cumulative, even if not fully utilized in one year, and adjusted annually for annexations and new construction. Each year the maximum levy limit is recalculated based on the aforementioned factors. As of June 30, 2016, under Senate Bill 1421, the District has a maximum tax levy limit of approximately \$17.9 million; however, the maximum levy amount still cannot exceed the tax rate of \$3.25 per \$100 of net assessed value, which is approximately \$12.4 million.

The District continues to work hard to keep the tax levy as low as feasibly possible while providing quality public safety services. Some of the initiatives the District has undertaken to maintain its financial stability include:

- During 2016, the District received an Insurance Services Office (ISO) grading of Class 1 which is an upgrade from previous years. This grading reduces the risk loss for property owners and helps keep fire insurance premiums lower for District property taxpayers. The District is the first and only fire service provider within the state of Arizona to achieve this Class 1 grading.
- Maintaining a strong general fund position, combined with additional revenue flexibility from the unrestricted capital projects fund, which is committed by the governing board to capital project purchases outlined in the capital improvement plan, and a low debt service burden are factors that are helping the District to remain financially stable.
- In August 2010, the District was awarded Accredited Agency Status by the Commission on Fire Accreditation International (CFAI). There are fewer than 220 accredited agencies out of approximately 49,000 fire departments throughout the country and only a dozen accredited agencies in Arizona. This accreditation status verifies that the District has met the highest standards for effectiveness and efficiency in responding to emergencies. With receipt of this recognition, the District possesses a major resource for continuous improvement. The CFAI, its professionalism and its quality of service lend credence to the District's administrative and operational performance. This certification is held for a period of five years and entities must undergo the re-evaluation and peer assessment process again to re-qualify for accreditation. NCFMD completed this re-evaluation process, and in August of 2015, was once again awarded accredited agency status.
- Additionally, in 2010, the District produced its first ever comprehensive annual financial report (CAFR) and submitted it to the Government Finance Officers Association (GFOA) for participation in their certificate of achievement for excellence in financial reporting award program. The District was successful in receiving this award for the last six fiscal years ended June 30.

## Management's Discussion and Analysis – Continued

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Although slower, the District is still anticipating continued growth over the next five years. The following factors are expected to play a role in the District's economic outlook:

- Rancho Cabrillo and Coldwater Ranch sub-divisions, which had previously been in the planning stages, have continued construction of single-family residences, which will result in additional tax revenues.
- The District continues to seek new property annexations, expanding the boundaries and deepening the tax base.
- A large portion of the District's emergency response calls continue to be medically related, which typically result in emergency ambulance transport and associated revenues. During the latter part of fiscal year 2012/2013, the District also expanded the ambulance transport services to include non-emergency interfacility ambulance transports, which currently generate higher revenues than emergency transports and positively impact ambulance revenues.

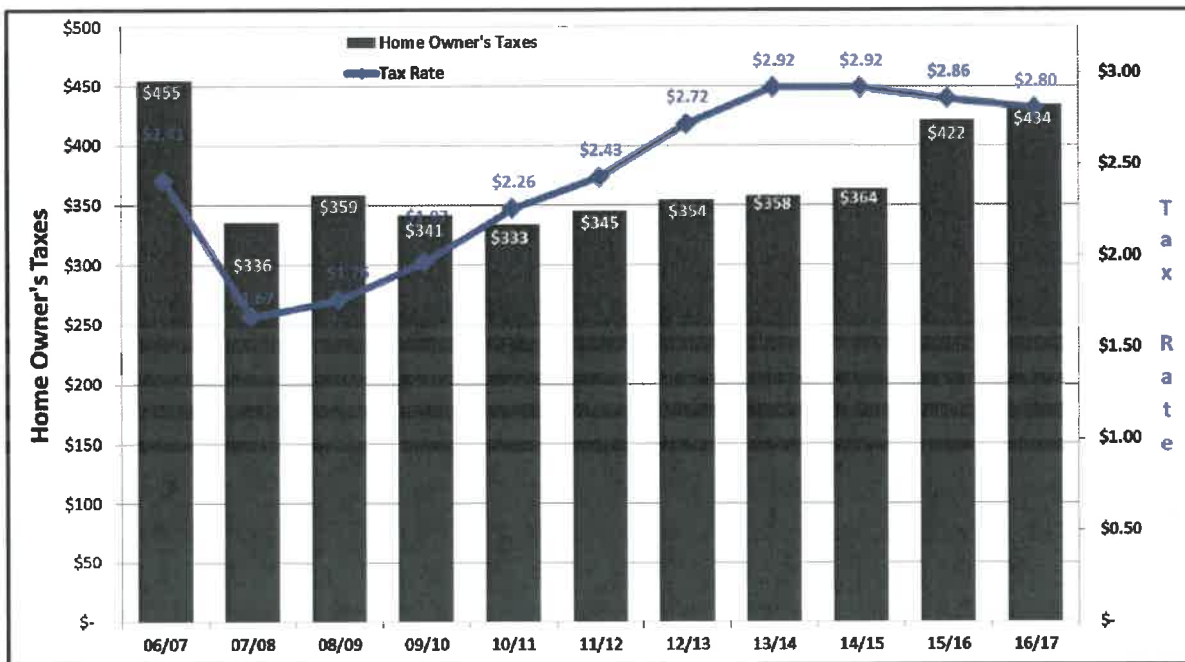
During the year ended June 30, 2016, 74.7% of the District's actual revenues were derived from real property, fire insurance premium and fire district assistance taxes. Due to the potential for future increased housing development within its boundaries, the District is well positioned to benefit from the following elements:

- Potential development of frontier property within areas annexed into the District during recent fiscal years;
- Completion of additional housing developments within the District's boundaries; and,
- Continued increases in program service revenues, specifically ambulance emergent and non-emergent transports, within the District.

The adopted amended budgeted expenditures for the year ended June 30, 2017 are approximately \$16.3 million with approximately \$0.7 million to be provided for retirement of debt and for future capital projects funding. This leaves a net operating budget of \$15.6 million which represents a 13.0% increase compared to the current year's net operating budget. The District was also able to minimize the property tax levy increase to 3.7% from the current year through increases in alternative revenue sources. Due to the increase in the District's levy, combined with a 5.8% increase in net assessed property valuations as set by the Maricopa County Assessor's Office, the District was able to reduce the property tax levy rate to \$2.8577 per \$100 of secondary assessed valuation.

During the annual budgeting process, the District Board considers the impact of the projected levy on the median valued homeowner within the District. The estimated property taxes for the 2015 tax year reflected a significant increase from the previous year due to an increase in the median valued home of 15.8%, this was further compounded with the reduced assessment ratio for commercial property from 19.0% to 18.5% and vacant land remained at 15.0%, which increased the tax burden for residential homeowners. The assessment ratio for commercial property will reduce another 0.5% in tax year 2016 settling at 18.0% in the fiscal year ending June 30, 2017, continuing the transfer of the tax burden from commercial to residential property owners. The chart below reflects the tax rates and the estimated property taxes for the median valued homeowner for more recent years.

## Management's Discussion and Analysis – Continued



### Request for Information

The District's financial statements are designed to present users (citizens, taxpayers, government entities and creditors) with a general overview of the District's finances and to demonstrate the District's accountability. As always, we appreciate your feedback. We take your responses seriously. Please keep your ideas coming – both favorable and critical. If you have any questions about this report or need additional financial information, please contact the District's administrative office at (623) 544-5400. Copies of the District's annual financial reports for the last five years can be found on the District's website under the financial section. You may also obtain copies of current and historical financial reports from the administrative office located at 18818 North Spanish Garden Drive, Sun City West, Arizona 85375.



# **Basic Financial Statements**



**North County Fire & Medical District**  
**Statement of Net Position**  
**June 30, 2016**

	<b>Governmental Activities</b>
<b>Assets</b>	
Cash and investments	\$ 1,787,900
Cash and investments, held by fiscal agent	2,843,718
Receivables (net of allowance for uncollectibles):	
Property taxes	101,805
Ambulance billings	470,437
General accounts	214,896
Prepaid items	95,000
Capital assets, not being depreciated	1,072,684
Capital assets, being depreciated, net	10,628,540
Total assets	17,214,980
<b>Deferred Outflows of Resources</b>	
Deferred outflows of resources related to pensions	3,723,444
Total assets and deferred outflows of resources	20,938,424
<b>Liabilities</b>	
Accounts payable	291,191
Accrued payroll and related	536,801
Accrued liabilities	16,337
Noncurrent liabilities:	
Due within one year:	
Compensated absences	127,908
Long-term debt	385,106
Due in more than one year:	
Compensated absences	690,432
Long-term debt	5,473,091
Public Safety Personnel Retirement System liability	11,269,351
Arizona Retirement Safety Pension liability	2,818,379
Total liabilities	21,608,596
<b>Deferred Inflows of Resources</b>	
Deferred inflows of resources related to pensions	1,469,071
Total liabilities and deferred inflows of resources	23,077,667
<b>Net position</b>	
Net investment in capital assets	5,843,027
Restricted for community services	59,535
Unrestricted (deficit)	(8,041,805)
Total net position	\$ (2,139,243)

The accompanying notes are an  
integral part of these basic financial statements.

**North County Fire & Medical District**  
**Statement of Activities**  
**Year Ended June 30, 2016**

	<b>Governmental Activities</b>
<b>Expenses:</b>	
<i>Public safety-fire protection and emergency medical services:</i>	
Salaries and wages	\$ 7,542,821
Employee benefits	3,917,505
Materials and supplies	368,231
Administrative	645,503
Professional services	313,330
Utilities and communications	517,305
Repairs and maintenance	260,050
Training and related	79,438
Insurance - general	67,166
Other and grants	327,555
Contingency	28,049
Debt service - interest	179,078
Depreciation	673,166
Total program expenses	14,919,197
<b>Program revenues:</b>	
Operating grants	538,279
Charges for services	
Ambulance fees	2,689,379
Program revenues	110,452
Total program revenues	3,338,110
Net program expense	11,581,087
<b>General revenues:</b>	
Taxes:	
Real and personal property taxes	10,452,419
Fire district assistance tax	408,398
Firefighter relief and pension	111,892
Investment earnings	64,379
Other	217,036
Total general revenue	11,254,124
Change in net position	(326,963)
<b>Net position (deficit) - beginning of year</b>	(1,812,280)
<b>Net position (deficit) - end of year</b>	\$ (2,139,243)

The accompanying notes are an  
integral part of these basic financial statements.

**North County Fire & Medical District**  
**Balance Sheets -**  
**Governmental Funds**  
**June 30, 2016**

	<b>Major Funds</b>			<b>Total</b>
	<b>General</b>	<b>Capital Projects</b>	<b>Special Projects</b>	<b>Governmental Funds</b>
<b>Assets:</b>				
Cash and investments	\$ 1,504,230	\$ 224,107	\$ 59,563	\$ 1,787,900
Cash and investments, held by fiscal agent	-	2,843,718	-	2,843,718
Receivables (net of allowance for uncollectibles):				
Property taxes	101,805	-	-	101,805
Ambulance billings	470,437	-	-	470,437
General accounts	214,896	-	-	214,896
Due from other funds	2,311,498	-	-	2,311,498
Prepaid items	95,000	-	-	95,000
Total assets	<u>\$ 4,697,866</u>	<u>\$ 3,067,825</u>	<u>\$ 59,563</u>	<u>\$ 7,825,254</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>				
<b>Liabilities:</b>				
Accounts payable	\$ 261,191	\$ 30,000	\$ -	\$ 291,191
Due to other funds	-	2,311,470	28	2,311,498
Accrued payroll and related	536,801	-	-	536,801
Accrued liabilities	16,337	-	-	16,337
Total liabilities	814,329	2,341,470	28	3,155,827
<b>Deferred Inflows of Resources:</b>				
Unavailable revenues				
Property tax receivables	69,334	-	-	69,334
Ambulance receivables	259,192	-	-	259,192
Total deferred inflows of resources	328,526	-	-	328,526
<b>Fund Balances:</b>				
Nonspendable - prepaid items	95,000	-	-	95,000
Restricted for community services	-	-	59,535	59,535
Committed - capital projects	68,496	726,355	-	794,851
Assigned	206,956	-	-	206,956
Unassigned	3,184,559	-	-	3,184,559
Total fund balances	<u>3,555,011</u>	<u>726,355</u>	<u>59,535</u>	<u>4,340,901</u>
Total liabilities, deferred inflows of resources and fund balances	<u>\$ 4,697,866</u>	<u>\$ 3,067,825</u>	<u>\$ 59,563</u>	<u>\$ 7,825,254</u>

The accompanying notes are an  
integral part of these basic financial statements.

**North County Fire & Medical District  
Reconciliation of the Balance Sheet - Governmental Funds,  
to the Statement of Net Position  
Year Ended June 30, 2016**

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<b>Total fund balances</b>	<b>\$ 4,340,901</b>
Amounts reported for governmental activities in the statement of net position are different because:	
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds. The cost of the assets is \$18,261,894 and the accumulated depreciation is \$6,560,670.	11,701,224
Some of the District's receivables will be collected after year-end, but are not available soon enough to pay for the current-period expenditures, and therefore are deferred in the funds.	328,526
Long-term liabilities are not due and payable in the current period and therefore, are not reported in the funds.	(20,764,267)
Some deferred outflows and inflows of resources are applicable to future reporting periods and, therefore, are not reported in the funds:	
Deferred outflows of resources related to pensions	3,723,444
Deferred inflows of resources related to pensions	(1,469,071)
<b>Net position (deficit) of governmental activities</b>	<b>\$ (2,139,243)</b>

The accompanying notes are an  
integral part of these basic financial statements.

**North County Fire & Medical District**  
**Statement of Revenues, Expenditures, and Changes in Fund Balances**  
**Governmental Funds**  
**Year Ended June 30, 2016**

	<b>Major Funds</b>			<b>Total Governmental Funds</b>
	<b>General</b>	<b>Capital Projects</b>	<b>Special Projects</b>	
<b>Revenues:</b>				
<i>Taxes:</i>				
Property taxes	\$ 10,454,835	\$ -	\$ -	\$ 10,454,835
Fire district assistance tax	408,398	-	-	408,398
Firefighter relief and pension	111,892	-	-	111,892
Ambulance fees	2,779,050	-	-	2,779,050
Program revenues	110,452	-	-	110,452
Intergovernmental	451,327	86,952	-	538,279
Investment earnings	6,742	57,618	19	64,379
Other	196,910	-	20,126	217,036
Total revenues	14,519,606	144,570	20,145	14,684,321
<b>Expenditures:</b>				
<i>Public safety-fire protection and emergency medical services:</i>				
<i>Current:</i>				
Salaries and wages	7,483,046	-	-	7,483,046
Employee benefits	4,062,788	-	-	4,062,788
Materials and supplies	354,672	-	13,559	368,231
Administrative	645,503	-	-	645,503
Professional services	313,330	-	-	313,330
Utilities and communications	517,305	-	-	517,305
Repairs and maintenance	260,050	-	-	260,050
Training and related	79,438	-	-	79,438
Insurance - general	67,166	-	-	67,166
Other and grants	-	327,555	-	327,555
Contingency	28,049	-	-	28,049
Capital outlay	-	2,736,699	-	2,736,699
<i>Debt service:</i>				
Principal	369,049	-	-	369,049
Interest	179,078	-	-	179,078
Total expenditures	14,359,474	3,064,254	13,559	17,437,287
Net change in fund balances	160,132	(2,919,684)	6,586	(2,752,966)
Fund balances, beginning of year	3,394,879	3,646,039	52,949	7,093,867
Fund balances, end of year	\$ 3,555,011	\$ 726,355	\$ 59,535	\$ 4,340,901

The accompanying notes are an  
integral part of these basic financial statements.



**North County Fire & Medical District  
Reconciliation of the Statement of Revenues,  
Expenditures and Changes in Fund Balances of Governmental Funds  
to the Statement of Activities  
Year Ended June 30, 2016**

<b>Net change in fund balances - total governmental funds</b>	<b>\$ (2,752,966)</b>
Amounts reported for governmental activities in the statement of activities are different because:	
Capital outlays are reported in governmental funds as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. In the current period, these amounts are:	
Expenditure for general capital outlay	2,736,699
Depreciation expense	(673,166)
Property tax revenues and certain charges for services reported in the Statement of Activities that do not provide current financial resources and therefore, are not reported as revenues in the governmental funds.	(92,087)
District pension contributions are reported as expenditures in the governmental funds when made. However, they are reported as deferred outflows of resources in the Statement of Net Position because the reported net pension liability is measured a year before the District's report. Pension expense, which is the change in the net pension liability adjusted for changes in deferred outflows and inflows of resources related to pensions, is reported in the Statement of Activities (includes both PSPRS & ASRS):	
District pension contributions	1,612,825
Pension expense	(1,467,538)
Some expenses in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds:	
Compensated absence expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds.	(59,779)
Debt proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net assets. Repayment of debt principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. In the current year, activity related to debt consisted of principal paid.	369,049
<b>Change in net position of governmental activities</b>	<b>\$ (326,963)</b>

The accompanying notes are an  
integral part of these basic financial statements.

**North County Fire & Medical District**  
**Notes to Financial Statements**  
**Year Ended June 30, 2016**

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**Note 1 – Summary of Significant Accounting Policies**

The accounting policies of North County Fire & Medical District (the “District”) conform to generally accepted accounting principles applicable to governmental units adopted by the Governmental Accounting Standards Board (GASB).

For the year ended June 30, 2016, the County implemented the provisions of GASB Statement No. 72, *Fair Value Measurement and Application*. GASB Statement No. 72 establish standards for measuring fair value and applying fair value to certain investments and disclosures related to all fair value measurements.

**Reporting Entity**

The District was established in 1981 pursuant to Arizona Revised Statute Title 48 and is a special purpose local government governed by a separately elected governing body. The District is legally separate and fiscally independent of other state and local governments. As required under generally accepted accounting principles, these financial statements present the activities of the District (a primary government) and its component units. Component units are legally separate entities for which the District is considered to be financially accountable. Blended component units, although legally separate entities, are in substance part of the District's operations. The District has no discretely presented or blended component units.

**Basis of Presentation**

The basic financial statements include both government-wide statements and fund financial statements. The government-wide statements focus on the District as a whole, while the fund financial statements focus on major funds. Each presentation provides valuable information that can be analyzed and compared between years and between entities to enhance the usefulness of the information.

*Government-wide statements* – These statements include a statement of net position and a statement of activities. These statements report the financial activities of the overall government.

A statement of activities presents a comparison between direct expenses and program revenues for each function of the District’s governmental activities. Direct expenses are those that are specifically associated with a program or function and, therefore, are clearly identifiable to a particular function.

Program revenues include:

- Charges to customers for services provided;
- Operating grants and contributions, and
- Capital grants and contributions

## Notes to Financial Statements - Continued

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### **Note 1 – Summary of Significant Accounting Policies - Continued**

Revenues not classified as program revenues, including internally dedicated resources and all taxes, are reported as general revenue.

The effect of interfund activity has been eliminated from the government-wide financial statements to minimize the duplicate reporting of internal activities.

*Fund financial statements* – provide information about the District's funds. The emphasis of fund financial statements is on major governmental funds, each displayed in a separate column. All remaining governmental funds are aggregated and reported as nonmajor funds.

The District reports the following major governmental funds:

- The *general fund* is the District's primary operating fund which accounts for all financial resources except those required to be accounted for in another fund.
- The *capital projects* fund is used to account for activities related to the acquisition or construction of significant capital assets.
- The *special projects* fund is a special revenue fund used to account for restricted donations and related expenditures for community service programs.

### **Basis of Accounting**

The government-wide financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenue in the year they are levied. Grant and contract revenues are recognized when all eligibility requirements have been met.

Governmental funds in the fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The District considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they are due and payable.

General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital lease agreements are reported as other financing sources.

Taxes, leases, and investment income associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period.

## Notes to Financial Statements - Continued

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### Note 1 – Summary of Significant Accounting Policies - Continued

All other revenue items are considered to be measureable and available only when cash is received by the government.

#### **Fund Balance Classifications**

Fund balances of the governmental funds are reported separately within classifications based on a hierarchy of the constraints placed on the use of those resources. The classifications are based on the relative strength of the constraints that control how the specific amounts can be spent. The classifications are nonspendable, restricted, and unrestricted (which includes committed, assigned, and unassigned fund balance classifications).

When an expenditure is incurred that can be paid from either restricted or unrestricted fund balances, it's the District's policy to use restricted fund balance first. For the disbursement of unrestricted fund balances, it is the District's policy to use committed amounts first, followed by assigned amounts, and lastly unassigned amounts.

*Nonspendable fund balance* - amounts that cannot be expended because they are either not in spendable form such as prepaid items, or are legally or contractually required to be maintained intact.

*Restricted fund balances* - amounts that have externally imposed restrictions on their usage by creditors, such as through debt covenants, grantors, contributors, or laws and regulations.

*Committed fund balances* - amounts with self-imposed limitations approved by the District's board of directors, which is the highest level of decision-making authority within the District. The constraints placed on committed fund balances can only be removed or changed by the board through a formal resolution.

*Assigned fund balances* - amounts that are constrained by the District's intent to be used for specific purposes, but are neither restricted nor committed. The Board of Directors has authorized the Fire Chief to make assignments of resources for specific purposes.

*Unassigned fund balance* - the residual classification for the general fund and includes all spendable amounts not reported in the other classifications. Also, deficits in fund balances of the other governmental funds are reported as unassigned.

#### **Commitments of Fund Balance**

The District has adopted a policy whereby it will transfer any unassigned and unencumbered revenues to the capital projects fund to provide for planned future acquisitions of apparatus, vehicles, buildings and improvements. Such transfers are not restricted by statute and can be transferred back to the general fund upon board approved changes to the District's policies. As of June 30, 2016, the District's governing board has committed \$68,496 of the general fund balance to be transferred and used for future capital projects.

## Notes to Financial Statements - Continued

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### **Note 1 – Summary of Significant Accounting Policies - Continued**

#### **Assignments of Fund Balance**

Effective June 30, 2015, the District adopted a policy whereby it will assign unencumbered revenues equivalent to the unexpended budgeted wages and benefits to the employee benefit liability account (EBLA) within the general fund. This assignment will provide for the funding of previously unfunded liabilities associated with compensated absences. The EBLA will be evaluated annually and monies assigned based on the unexpended budget associated with wages and benefits, the fiscal year end compensated absence liability and current balance of the EBLA. Such assignments are not restricted by state statute and can be unassigned upon board approval. As of June 30, 2016, \$206,956 was assigned for this purpose.

#### **Cash and Investments**

The District's cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition.

Arizona Revised Statutes authorize special districts to invest public monies in the Arizona State Treasurer's local government investment pool, interest bearing savings accounts, certificates of deposit and in accounts of any savings and loan associations insured by an agency of the government of the United States, up to the amount of such insurance or pledged collateral. All investments are stated at fair value based on market prices.

#### **Prepaid Items**

Prepaid items are accounted for using the purchase method in the governmental fund financial statements. Using this method, expenditures are reported at the time of purchase and unexpended amounts at year-end are reported on the balance sheet as a prepaid item for informational purposes only and are offset by a fund balance reserve to indicate that they do not constitute "available spendable resources."

In the government-wide financial statements, prepaid purchases are recorded as assets when the goods or services are purchased and expensed over the period consumed.

#### **Receivables and Payables**

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as "advances to/from other funds."

## Notes to Financial Statements - Continued

### **Note 1 – Summary of Significant Accounting Policies - Continued**

All program service receivables are shown net of contractual adjustments and an allowance for uncollectible accounts. The amount of the estimated contractual adjustments and uncollectible program service receivables at June 30, 2016, was \$2,488,247, which represents 84.1% of the current program service receivables balance of \$2,958,684.

The District levies real property taxes on or before the third Monday in August. Such levies, collected by Maricopa County, become due and payable in two equal installments; the first is due on the first day of October and the second is due on the first day of March in the subsequent year. There is no allowance for uncollectible accounts on taxes receivables as the District has a subordinated lien on all properties subject to the tax.

### **Capital Assets**

Capital assets are reported in the government-wide financial statements at actual cost or estimated historical cost if historical records are not available. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the asset's life are not capitalized.

Capital assets are depreciated using the straight line method as follows:

<b>Capital asset class</b>	<b>Threshold</b>	<b>Estimated useful life</b>
Buildings	\$ 50,000	30 to 40 years
Improvements, other than buildings	\$ 50,000	30 to 40 years
Vehicles, furniture and equipment	\$ 5,000	3 to 15 years

### **Deferred Outflows/Inflows of Resources**

The statement of net position and balance sheet include separate sections, as appropriate, for deferred outflows of resources and deferred inflows of resources. Deferred outflows of resources represent a consumption of net position that applies to future periods that will be recognized as an expense or expenditure in future periods. Deferred inflows of resources represent an acquisition of net position or fund balance that applies to future periods and will be recognized as revenue in future periods

### **Restricted Assets**

Certain proceeds of the District's long-term debt, as well as certain resources set aside for their repayment, and contributions for specific purposes are classified as restricted assets on the balance sheet because they are maintained in separate bank accounts and their use is limited by applicable contribution or debt covenants.



## **Notes to Financial Statements - Continued**

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### **Note 1 – Summary of Significant Accounting Policies - Continued**

#### **Compensated Absences**

Effective July 1, 2012, the District modified the accrued leave management policy which directly affects compensated absences. With the adoption of the changes to this policy, the District classified employees into two categories: tier 1 employees are employees hired after July 1, 2012, and tier 2 employees are employees hired prior to July 1, 2012.

Tier 1 employees accrue paid-time-off (PTO) on a bi-weekly basis after successful completion of six months of their initial probationary period. PTO may be utilized for vacations, personal business, illness, injury or family needs. PTO time is subject to maximum accrual limitations of 960 hours for shift personnel and 640 hours for non-shift personnel and any balances held at termination are paid in full to the employee.

Tier 2 employees receive annual accruals of sick and vacation leave on the anniversary of their date of hire. Vacation is accrued in accordance with District policy determined shift and non-shift classifications and years of service. Vacation leave must be utilized within the twelve month period after date of issue or it is forfeited under current District policy and any balances are paid in full at termination. Leave accruals are to be used throughout the year. Any unused allotments are accrued and carried forward to subsequent years. Upon separation from the District, accrued sick leave is forfeited per policy with the following exception: if (i) the employee has met all requirements of District policy, (ii) qualifies for normal retirement under the Arizona State Retirement System (ASRS) or the Public Safety Personnel Retirement System (PSPRS), and (iii) separates from the District for the purposes of formally retiring and immediately drawing retirement benefits, they will be eligible for a pay-out of remaining accrued sick leave at a ratio of 50%. Tier 2 employees will eventually be eliminated through attrition, ultimately reducing compensated absence liabilities. All compensated absence liabilities are paid by the general fund.

#### **Long-term Obligations**

In the government-wide financial statements, long-term debt and other long-term obligations are reported as liabilities in the statement of net position.

#### **Intergovernmental Grants and Aid**

Monies received from other government agencies in the form of grants or aid based on an entitlement period are recorded as intergovernmental receivables and revenues when entitlement occurs. Reimbursement grants are recorded as intergovernmental receivables and revenues when the related expenditures are incurred.

## Notes to Financial Statements - Continued

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### **Note 1 – Summary of Significant Accounting Policies – Continued**

#### **Estimates**

The preparation of the basic financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the basic financial statements and the reported amounts of revenues and expenses during the tax calendar reporting period. Actual results may differ from those estimates.

#### **Budgetary Accounting**

The District is required, under Arizona Revised Statutes, to adopt a budget each fiscal year and to submit it to the County Treasurer and the County Board of Supervisors no later than the first day of August each year; under statute only the general fund must legally adopt an annual budget. The adopted budget is on the modified accrual basis of accounting, which is a legally allowable basis for budgetary purposes.

All annual appropriations lapse at fiscal year-end. The District is subject to expenditure limitations under Arizona Revised Statutes. Statutes also do not permit the District to incur debt in excess of the tax levy outstanding and to be collected plus the available and unencumbered cash on deposit. The limitation is applied to the total of the combined governmental funds.

### **Note 2 – Cash and Investments**

Arizona Revised Statutes (ARS) require all monies levied by the District to be collected and held by the County Treasurer's office and included in the County's Local Government Investment Pool (LGIP). Monies received by the District as part of services, contributions or proceeds from the issuance of long-term debt can be deposited with the County LGIP, the State of Arizona LGIP or with local financial institutions based on the District's policies.

The District utilizes Maricopa County as its repository for cash and allows their pool to invest those funds; accordingly, the District does not have its own formal investment policy with respect to credit risk, custodial credit risk, concentration of credit risk, interest rate risk, or foreign currency risk for investments.

*Cash on Hand and Deposits* – At June 30, 2016, the carrying amount of the total cash in bank was \$1,402,013, and the bank balance was \$1,405,663. In addition, total cash on hand was \$300. At June 30, 2016, uninsured deposit balances of \$905,663 was fully collateralized by the pledging financial institution's trust department in the District's name.

*Investments* – The District's investments at June 30, 2016 are categorized within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset.

- Level 1 inputs are quoted prices in active markets for identical assets
- Level 2 inputs are significant other observable inputs
- Level 3 inputs are significant unobservable inputs

## Notes to Financial Statements - Continued

### Note 2 – Cash and Investments - Continued

The District's investments at June 30, 2016, were as follows:

<u>Investment Type</u>	<u>Amount</u>
Maricopa County Treasurer's investment pool	\$ 385,586
Arizona State Treasurer's investment pool	2,843,718
	<u>\$ 3,229,305</u>

Maricopa County Treasurers' investment pool and the Arizona State Treasurer's investment pool are not registered with the Securities and Exchange Commission and there is no regulatory oversight of their operations. However, the majority of Maricopa County's investment pool is invested in the State of Arizona's local government investment pool which is regulated by the State Board of Investment. The pools' structure does not provide for shares, and the counties have not provided or obtained any legally binding guarantees to support the value of the participants' investments. Participants in the pool are not required to categorize the value of shares in accordance with the fair value hierarchy.

*Credit risk* - State law limits deposits and investments to the Arizona State Treasurer's Local Government Investment Pool (LGIP); interest bearing savings accounts, and certificates of deposit which have a maturity date of not more than one year and in accounts of any savings and loan associations insured by an agency of the government of the United States, up to the amount of such insurance or pledged collateral.

*Custodial credit risk* – For an investment, custodial credit risk is the risk that, in the event of the counterparty's failure, the District will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. In the case of demand and time deposits, there is the risk that in the event of a bank failure, the District's deposits may not be returned. Statutes require collateral for demand deposits, certificates of deposit, and repurchase agreements at 101 percent of all deposits not covered by federal depository insurance.

*Interest rate risk* – At June 30, 2016, the District's investments can be withdrawn from the pool at will and therefore, are not subject to a significant amount of interest rate risk.

*Foreign currency risk* – The District does not have a formal investment policy with respect to foreign currency risk because state statutes do not allow foreign investments.

### Note 3 – Receivables

Receivables as of June 30, 2016 for the District's general fund, including the applicable allowances for uncollectible accounts, are as follows:

Taxes	\$ 101,805
General receivables	214,896
Program services	<u>2,958,684</u>
Gross receivables	3,275,385
Less allowance for uncollectibles	<u>(2,488,247)</u>
Net total receivables	<u>\$ 787,138</u>

## Notes to Financial Statements - Continued

### Note 4 – Capital Assets

Capital asset activity for the year ended June 30, 2016 was as follows:

	<u>Balance</u> <u>June 30, 2015</u>	<u>Increases</u>	<u>Decreases</u>	<u>Balance</u> <u>June 30, 2016</u>
<b>Capital assets not being depreciated:</b>				
Land and improvements	\$ 355,166	\$ -	\$ -	\$ 355,166
Construction in progress	2,013,783	2,641,584	(3,937,849)	717,518
Total capital assets not being depreciated	2,368,949	2,641,584	(3,937,849)	1,072,684
<b>Capital assets being depreciated:</b>				
Buildings and improvements	8,437,323	3,132,059	-	11,569,382
Apparatus	3,857,863	507,410	-	4,365,273
Operations equipment	512,243	236,203	-	748,446
Communications and computer equipment	348,817	157,292	-	506,109
Total capital assets being depreciated	13,156,246	4,032,964	-	17,189,210
<b>Less accumulated depreciation for:</b>				
Buildings and improvements	(2,558,889)	( 347,730)	-	(2,906,619)
Apparatus	(2,539,886)	( 228,282)	-	(2,768,168)
Operations equipment	( 497,998)	( 40,225)	-	( 538,223)
Communications and computer equipment	( 290,731)	( 56,929)	-	( 347,660)
Total accumulated depreciation	(5,887,504)	( 673,166)	-	(6,560,670)
Total capital assets being depreciated, net	7,268,742	3,359,798	-	10,628,540
 Total capital assets, net	 \$ 9,637,691	 \$ 6,001,382	 \$(3,937,849)	 \$ 11,701,224

## Notes to Financial Statements - Continued

### **Note 5 – Changes in Long-Term Liabilities**

A summary of the changes in long-term liabilities for the year ended June 30, 2016 follows:

	<u>Balance, July 1, 2015</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance, June 30, 2016</u>	<u>Due Within 1 Year</u>
Compensated absences	\$ 758,561	\$ 160,874	\$ ( 101,095)	\$ 818,340	\$ 127,908
PSPRS pension obligation	10,766,170	503,181	-	11,269,351	-
ASRS pension obligation	2,562,547	255,832	-	2,818,379	-
Obligations under capital leases	6,227,246	-	( 369,049)	5,858,197	385,106
Total	<u>\$ 20,314,524</u>	<u>\$ 919,887</u>	<u>\$ ( 470,144)</u>	<u>\$ 20,764,267</u>	<u>\$ 513,014</u>

### **Capital Leases**

In previous years, the District acquired buildings, vehicles, and equipment under an agreement that was refinanced during the 2014 fiscal year. The proceeds from the new lease totaled \$6,202,391 in which \$5,199,894 was used to repay the outstanding principal and accrued interest on the old lease and the issuance costs. The remaining \$1,002,497 was placed in escrow for future improvements and equipment purchases. The refinanced lease extends the term from 2025 to 2028 while the interest rate decreased from 4.30% to 2.99%. The total increase in future principal and interest payments because of the new debt is \$1,524,855. The estimated economic gain because of this transaction was \$143,551 and the difference between the carrying value of the old debt and the reacquisition price was not considered material to record as a deferred outflow in the government-wide financial statements. Upon the final payment, title to the leased assets transfers to the District.

During the 2013 fiscal year, the District entered into a purchase agreement with a company to lease solar equipment for up to 20 years. The District used its implicit borrowing rate of 3% to calculate the present value of future minimum payments which resulted in a net present value of minimum lease payments of \$800,539. The agreement provides a buyout option which extends through the end of the lease period.

At June 30, 2016, assets acquired through capital leases are as follows:

Buildings and improvements	\$ 6,639,308
Less: accumulated depreciation	<u>(1,705,789)</u>
Net carrying value	<u>\$ 4,933,519</u>

The future minimum lease payments under the capital leases, together with the present value of the net minimum lease payments as of June 30, 2016 were as follows:

## Notes to Financial Statements - Continued

### **Note 5 – Changes in Long-Term Liabilities - Continued**

<u>Year ended June 30,</u>	
2017	\$ 564,824
2018	557,738
2019	557,738
2020	557,738
2021	557,738
2022-2026	2,788,689
2027-2031	1,250,475
2032-2033	300,000
Total minimum lease payments	7,134,940
Less: amount representing interest	(1,276,743)
Present value of minimum lease payments	<u>\$ 5,858,197</u>

### **Note 6 – Operating Leases**

The District leases the land upon which Fire Station 104 was constructed under the provisions of a long-term lease agreement classified as an operating lease for accounting purposes. The terms of the operating lease are \$1 annually for 50 years, with renewal options for 5-year terms thereafter. The effect of this lease on current and future reporting periods is nominal.

### **Note 7 – Tax and Revenue Anticipation Line of Credit**

On behalf of the District, the Maricopa County Treasurer's Office established a line of credit in the amount of \$3,000,000, with a local financial institution; interest is calculated at approximately 60% of the current prime rate. The line of credit can only be drawn by the County Treasurer to pay warrants issued by the District prior to the collection of the property tax levy in the current year. Pursuant to Arizona Revised Statute §48-807(H), the balance on the line of credit may not exceed 90% of the District's tax levy outstanding and to be collected. The line of credit is paid by the County Treasurer upon receipt of property taxes or as cash is available. During the year ended June 30, 2016, the District did not utilize the line of credit and did not have an outstanding balance at year end.

### **Note 8 – Net Revenue**

The District provides emergency medical and ambulance transportation services (both emergent and non-emergent interfacility transports), within the same geographic region as it provides fire prevention and suppression services. Charges for such emergency medical and transportation services are recognized as service revenues. Net revenue is reported at the estimated net realizable amounts from patients, third-party payers, and others for services rendered, including estimated retroactive adjustments under reimbursement allowances with third-party payers, provisions for bad debt and uncompensated care.

## Notes to Financial Statements - Continued

### **Note 8 – Net Revenue - Continued**

The difference between customary charges and the contractually established rates is accounted for as contractual adjustments. The District's customary charges, contractual adjustments, provision for bad debts and uncompensated services for the year ended June 30, 2016 are reported in the fund financial statements as follows:

Gross program service revenues	\$ 7,444,820
Contractual adjustments, uncompensated services and provisions for bad debts	(4,665,770)
Net program service revenue	<u>\$ 2,779,050</u>

The District relies on payments from third-party payers, such as Medicare and commercial insurance carriers, to support the emergency medical services provided. Should these payers not cover the entire amount of the services rendered, such differences are adjusted as uncompensated services with the remaining amounts necessary to support the program being subsidized with property tax revenues.

### **Note 9 – Commitments and Contingencies**

#### **Construction Commitments**

The District had major contractual commitments related to various capital projects as of June 30, 2016 as follows:

<u>Project</u>	<u>Spent-to-Date</u>	<u>Remaining</u>
Station 103	\$ 1,199,774	\$ 10,000
Station 104	1,330,438	20,000

The remaining contractual commitments of \$30,000 include major renovations of existing facilities and construction of a new fire station.

#### **Inter-governmental Agreements and Indemnifications**

The District has a cancelable agreement with the City of Phoenix for computer aided dispatching and mobile digital communications equipment. The agreement renews each year unless cancelled by one or both parties at least three months prior to the first of July for the upcoming year. Should the District not renew the contract, substantial costs would be incurred to construct the necessary dispatching and communications infrastructure. The annual expense under this agreement for the year ended June 30, 2016 was \$389,695. The District is not responsible for repairs and maintenance expenses related to equipment used in their District; these costs are covered under the annual agreement.



## Notes to Financial Statements - Continued

### **Note 9 – Commitments and Contingencies – Continued**

The District is party to a variety of inter-governmental agreements (IGA) entered into in the ordinary course of business pursuant to which it may be obligated to provide services outside of its geographic boundaries and/or receive assistance from other parties. As part of these agreements, the District is obligated to indemnify other parties for certain liabilities that arise out of, or relate to, the subject matter of the agreements.

Additionally, the District has received a certificate of necessity from the Arizona Department of Health Services to provide ambulance services within the District's boundaries. Should the certificate be terminated, the District would be unable to provide the extended ambulance services currently provided within the community.

#### **Risk Management**

The District is contingently liable for claims and judgments resulting from lawsuits incidental to normal operations. In the opinion of the District's management, adverse decisions that might result, to the extent not covered by insurance, would not have a material effect on the financial statements. No provision has been made in the financial statements for possible losses of this nature. Settled claims, if any, resulting from these risks have not exceeded commercial insurance coverage in any of the past three fiscal years.

### **Note 10 – Interfund Receivables, Payables and Transfers**

Interfund balances resulted from cash being pooled in the general fund on behalf of other funds or expenditures that occurred within the general fund and were later reimbursed by other funds. At June 30, 2016, the general fund had an interfund receivable from the capital projects fund totaling \$2,311,470 and \$28 from the special projects fund.

### **Note 11 – Employee Retirement Systems and Post Employment Plans**

The District and employees contribute to two retirement plans. These plans are the Arizona State Retirement System (ASRS) and the Public Safety Personnel Retirement System (PSPRS). Benefits for non-public safety personnel are established based on contributions to the plan. For public safety personnel, state statute regulates retirement, death, long-term disability, and survivor insurance premium benefits.

At June 30, 2016, the District reported the following aggregate amounts related to pensions for which it contributes:

	<b>ASRS</b>	<b>PSPRS</b>	<b>Total</b>
Net pension liability	\$ 2,818,379	\$ 11,269,351	\$ 14,087,730
Deferred outflows of resources	350,560	3,372,884	3,723,444
Deferred inflows of resources	328,070	1,141,001	1,469,071
Pension expense	132,906	1,334,632	1,467,538

## Notes to Financial Statements - Continued

### Note 11 – Employee Retirement Systems and Post Employment Plans – Continued

#### **A. Arizona State Retirement System**

**Plan Description:** The District contributes to a cost-sharing multiple-employer defined benefit pension plan; a cost-sharing multiple employer defined benefit health insurance premium plan; and a cost-sharing, multiple-employer defined benefit long-term disability plan administered by the *Arizona State Retirement System* (ASRS) that covers employees of the State of Arizona and employees of participating political subdivisions and school districts.

The ASRS is governed by the Arizona State Retirement System Board according to the provisions of Arizona Revised Statute Title 38, Chapter 5, Article 2. The ASRS issues a publicly available financial report that includes its financial statements and required supplementary information. Reports may be obtained online at [www.azasrs.gov](http://www.azasrs.gov), by writing or calling: Arizona State Retirement System, 3300 N. Central Avenue, Phoenix, Arizona 85012, (602) 240-2000.

**Benefits Provided** - Benefits are established by state statute and generally provide retirement, long-term disability, and health insurance premium benefits, including death and survivor benefits. The retirement benefits are generally paid at a percentage, based on years of service, of the retiree's average compensation. Long-term disability benefits vary by circumstance, but generally pay a percentage of the employee's monthly compensation. The health insurance premium benefit is paid as a fixed dollar amount per month toward the retiree's health care insurance premiums, in amounts based on whether the benefit is for the retiree or for the retiree and his or her dependents. State statute establishes benefit terms. Retirement benefits are calculated on the basis of age, average monthly compensation, and service credit as follows:

	<b>Retirement initial membership date</b>	
	<b><i>Before July 1, 2011</i></b>	<b><i>On or after July 1, 2011</i></b>
Years of service and age required to receive benefits	Sum of years and age equals 80 10 years, age 62 5 years, age 50* any years, age 65	30 years, age 55 25 years, age 60 10 years, age 62 5 years, age 50* Any years, age 65
Final average salary is based on	Highest 36 months of last 120 months	Highest 60 months of last 120 months
Benefit percent per year of service	2.1% to 2.3%	2.1% to 2.3%

\* With actuarially reduced benefits

Retirement benefits for members who joined the ASRS prior to September 13, 2013, are subject to automatic cost-of-living adjustments based on excess investment earning. Members with a membership date on or after September 13, 2013, are not eligible for cost-of-living adjustments. Survivor benefits are payable upon a member's death. For retired members, the survivor benefit is determined by the retirement benefit option chosen. For all other members, the beneficiary is entitled to the member's account balance that includes the member's contribution and employer's contributions, plus interest earned.

## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

**Contributions** — In accordance with state statutes, annual actuarial valuations determine active member and employer contribution requirements. The Arizona State Legislature establishes and may amend active plan members' and the County's contribution rates. The combined active member and employer contribution rates are expected to finance the costs of benefits employees earn during the year, with an additional amount to finance any unfunded accrued liability.

For the year ended June 30, 2016, active ASRS members were required by statute to contribute at the actuarially determined rate of 11.47 percent (11.35 percent for retirement and .12 percent for long-term disability) of the members' annual covered payroll. The District is required to by statute to contribute at the actuarially determined rate of 11.47 percent (10.85 percent retirement, .50 percent for health insurance premiums and .12 percent for long-term disability) of the active members' annual covered payroll. The District's contributions to ASRS for the year ended June 30, 2016 was \$185,206.

The District's contributions for the current and two preceding years, all of which were equal to the required contributions, were as follows:

<u>Years ended June 30,</u>	<u>Retirement Fund</u>	<u>Health Benefit Supplement Fund</u>	<u>Long- Term Disability Fund</u>
2016	\$ 175,195	\$ 8,073	\$ 1,938
2015	179,848	9,744	1,982
2014	164,006	9,197	3,648

During fiscal year 2016, the District paid for ASRS from the general fund.

**Pension Liability** – At June 30, 2016, the District reported a liability of \$2,818,379 for its proportionate share of the ASRS net pension liability. The net pension liability is measured as of June 30, 2015. The total pension liability used to calculate the net pension liability was determined using updated procedures to roll forward the total pension liability from an actuarial valuation as of June 30, 2014, to the measurement date of June 30, 2015. The District's proportion of the net pension liability was based on the District's actual contributions to the plan relative to the total of all employers' contributions for the year ended June 30, 2015. The District's proportion measure as of June 30, 2015, was 0.018 percent, which was consistent to its proportion measured as of June 30, 2014.

**Pension Expense and Deferred Outflows / Inflows of Resources** – For the year ended June 30, 2016, the District recognized pension expense for ASRS of \$132,906. At June 30, 2016, the District reported deferred outflows of resources and deferred inflows of resources related to ASRS from the following sources:

## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	\$ 76,907	\$ 147,686
Net difference between projected and actual earnings	-	90,323
Changes in proportion and differences between contributions and proportionate share of contributions	88,447	90,061
District contributions subsequent to the measurement date	185,206	-
<b>Total</b>	<b>\$ 350,560</b>	<b>\$ 328,070</b>

The \$185,206 reported as deferred outflows of resources relates to ASRS pensions resulting from the District's contributions subsequent to the measurement recognized as a reduction of the net pension liability in the year ended June 30, 2016. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to ASRS pensions will be recognized in pension expense as follows:

<b>Year ending June 30</b>	<b>Amount</b>
2017	\$( 88,886)
2018	( 81,803)
2019	( 57,227)
2020	65,200
	<u>\$( 162,716)</u>

**Actuarial Assumptions** – The significant actuarial assumptions used to measure the total pension liability are as follows:

Actuarial valuation date	June 30, 2014
Actuarial roll forward date	June 30, 2015
Actuarial cost method	Entry age normal
Investment rate of return	8%
Projected salary increases	3 – 6.75%
Inflation	3%
Permanent benefit increase	Included
Mortality rates	1994 GAM Scale BB

Actuarial assumptions used in the June 30, 2014, valuation were based on the results of an actuarial experience study for the 5-year period ended June 30, 2012.

The long-term expected rate of return on ASRS pension plan investments was determined to be 8.79 percent using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class.

## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best-estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-Term Expected Real Rate of Return</u>
Equity	58%	6.79%
Fixed income	25%	3.70%
Real estate	10%	4.25%
Multi-asset class	5%	3.41%
Commodities	2%	3.93%
Total	100%	

**Discount Rate** – The discount rate used to measure the ASRS total pensions liability was 8 percent, which is less than the long-term expected rate of return of 8.79 percent. The projection of cash flows used to determine the discount rate assumed that contributions from participating employers will be made based on the actuarially determined rates based on the ASRS Board’s funding policy, which establishes the contractually required rate under Arizona statute. Based on those assumptions, the pension plan’s fiduciary net position was projected to be available to make all projected future payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

**Sensitivity of the District’s Proportionate Share of the ASRS Net Pension Liability in the Discount Rate** – The following table presents the District’s proportionate share of the net pension liability calculated using the discount rate of 8 percent, as well as what the District’s proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower (7 percent) or 1 percentage point higher (9 percent) than the current rate.

	<u>1 % Decrease (7%)</u>	<u>Current Discount Rate (8%)</u>	<u>1 % Increase (9%)</u>
The District’s proportionate share of the net pension liability	\$ 3,693,040	\$ 2,818,379	\$ 2,218,950

**Pension Plan Fiduciary Net Position** – Detailed information about the pension plan’s fiduciary net position is available in the separately issued ASRS financial report.

## Notes to Financial Statements - Continued

### Note 11 – Employee Retirement Systems and Post Employment Plans – Continued

#### **B. Public Safety Personnel Retirement System**

**Plan Description** – During 1989, the District entered into a Joinder Agreement with the Arizona State Public Safety Personnel Retirement System (PSPRS), an agent multiple-employer defined benefit pension plan, to cover all full-time personnel engaged in fire suppression activities and/or fire support. A seven-member board known as the Board of Trustees and the participating local boards govern the PSPRS according to the provisions of A.R.S Title 38, Chapter 5, Article 4.

The PSPRS issues a publicly available financial report that includes their financial statements and required supplementary information of PSPRS. The reports are available on the PSPRS Web site at [www.psprs.com](http://www.psprs.com).

**Benefits Provided** - The PSPRS provides retirement, health insurance premium supplement, disability, and survivor benefits. State statute establishes benefit terms. Retirement, disability, and survivor benefits are calculated on the basis of age, average monthly compensation, and service credit as follows:

	<b>Initial membership date:</b>	
	<b><u>Before January 1, 2012</u></b>	<b><u>On or after January 1, 2012</u></b>
<b>Retirement and Disability</b>		
Years of service and age required to receive benefit	20 years, any age 15 years, age 62	25 years, age 52.5
Final average salary is based on	Highest 36 consecutive months of last 20 years	Highest 60 consecutive months of last 20 years
<b>Benefit percent</b>		
Normal Retirement	50% less 2.0% for each year of credited service less than 20 years OR plus 2.0% to 2.5% for each year of credited service over 20 years, not to exceed 80%	2.5% per year of credited service, not to exceed 80%
Accidental Disability Retirement	50% or normal retirement, whichever is greater	
Catastrophic Disability Retirement	90% for the first 60 months then reduced to either 62.5% or normal retirement, whichever is greater	
Ordinary Disability Retirement	Normal retirement calculated with actual years of credited service or 20 years of credited service, whichever is greater, multiplied by years of credited service (not to exceed 20 years) divided by 20	
<b>Survivor Benefit</b>		
Retired Members	80% to 100% of retired member's pension benefit	
Active Members	80% to 100% of accidental disability retirement benefit or 100% of average monthly compensation if death was the result of injuries received on the job	

## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

Retirement and survivor benefits are subject to automatic cost-of-living adjustments based on excess investment earning. In addition, from and after December 31, 2015, the Legislature may enact permanent one-time benefit increases after a Joint Legislative Budget Committee analysis of the increase's effects on the Plan. PSPRS also provides temporary disability benefits of 50 percent of the member's compensation for up to 12 months.

**Employees covered by benefit terms** - At June 30, 2016, the following employees were covered by the agent pension plan's benefit terms:

Inactive employees or beneficiaries currently receiving benefits	15
Inactive employees entitled to but not yet receiving benefits	2
Active employees	58
Total	<u>75</u>

**Contributions** - State statutes establish the pension contribution requirements for active PSPRS employees. In accordance with state statutes, annual actuarial valuations determine employer contribution requirements for PSPRS pension and health insurance premium benefits. The combined active member and employer contribution rates are expected to finance costs of benefits employees earn during the year, with an additional amount to finance any unfunded accrued liability. Contribution rates for the year ended June 30, 2016, active PSPRS members were required to contribute 11.65% of the members' annual covered payroll. The District is required to contribute at an actuarially determined rate. The rate for the year ended June 30, 2016, was 26.48% for the pension plan, and .76% for the health insurance premium benefit. Total contributions made during the year were \$1,427,619.

**Pension Liability** – The net pension liabilities were measured as of June 30, 2015, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date. In May 2016 voters approved Proposition 124 that authorized certain statutory adjustments to PSPRS' automatic cost-of-living adjustments. The statutory adjustments change the basis for future cost-of-living adjustments from excess investment earnings to the change in the consumer price index, limited to a maximum annual increase of 2 percent. The change in the County's net pension liability as a result of the statutory adjustments is not known.

**Annual Pension Cost (APC)** - The District's annual and required contributions for the year ended June 30, 2016, were \$1,427,619. The District's most recent actuarial valuation is for the year ended June 30, 2015. Information related to this valuation follows.



## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

**Pension actuarial assumptions** - The significant actuarial assumptions used to measure the total pension liability are as follows:

Actuarial valuation date	June 30, 2015
Actuarial cost method	Entry age normal
Investment rate of return	7.85%
Projected salary increases	4.5 – 8.5%
Inflation	3-4%
Permanent benefit increase	Included
Mortality rates	RP-2000 mortality table (adjusted by 105% for both males and females)

Actuarial assumptions used in the June 30, 2015 valuation were based on the results of an actual experience study for the 5-year period ended June 30, 2012.

The long-term expected rate of return on PSPRS pension plan investments was determined to be 7.85 percent using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expenses and inflation) are developed for each major asset class. The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Short term investments	2%	.75%
Absolute return	5%	4.11%
Risk parity	4%	5.13%
Fixed income	7%	2.92%
Real assets	8%	4.77%
GTAA	10%	4.38%
Real estate	10%	4.48%
Private equity	11%	9.50%
Credit opportunities	13%	7.08%
Non-U.S. equity	14%	8.25%
U.S. equity	16%	6.23%
Total	100%	

**Pension Discount Rates** - The projection of cash flows used to determine the PSPRS discount rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between the actuarially determined contribution rate and the member rate. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

#### **Changes in the Net Pension Liability**

	Increase (Decrease)		
	Total Pension Liability (a)	Plan Fiduciary Net Position (b)	Net Pension Liability (a) – (b)
<b>Balances at June 30, 2015</b>	\$ 26,611,870	\$ 15,845,700	\$ 10,766,170
Changes for the current year:			
Service cost	836,055	-	836,055
Interest on the total pension liability	2,085,578	-	2,085,578
Differences between expected and actual experience in the measurement of the pension liability	( 263,978)	-	( 263,978)
Contributions – Employer	-	1,061,193	( 1,061,193)
Contributions – Employee	-	527,193	( 527,193)
Net investment income	-	593,212	( 593,212)
Benefit payments, including refunds of employee contributions	( 924,062)	( 924,062)	-
Other changes	-	( 27,124)	27,124
<b>Net changes</b>	<u>1,733,593</u>	<u>1,230,412</u>	<u>503,181</u>
<b>Balances at June 30, 2016</b>	<u>\$ 28,345,463</u>	<u>\$ 17,076,112</u>	<u>\$ 11,269,351</u>

**Sensitivity of the District’s net pension liability to changes in the discount rate** – The following table presents the District’s net pension liability calculated using the discount rates noted above, as well as what the District’s net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower or 1 percentage point higher than the current rate:

	1% Decrease 6.85%	Current Discount Rate 7.85%	1% Increase 8.85%
Net pension liability	<u>\$ 15,123,623</u>	<u>\$ 11,269,351</u>	<u>\$ 8,075,917</u>

**Pension plan fiduciary net position** – Detailed information about the pension plan’s fiduciary net position is available in the separately issued PSPRS financial report.

## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

**Pension expense and deferred outflows/inflows of resources** - For the year ended June 30, 2016, the District recognized pension expense for PSPRS of \$1,266,494. At June 30, 2016, the District reported deferred inflows of resources related to pensions from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	\$ -	\$ 684,702
Changes of assumptions or other inputs	1,404,716	-
Net difference between projected and actual earnings on pension plan investments	540,549	456,299
District contributions subsequent to the measurement date	1,427,619	-
<b>Total</b>	<b>\$ 3,372,884</b>	<b>\$ 1,141,001</b>

The amounts reported as deferred outflows of resources related to pensions resulting from contributions subsequent to the measurement date that will be recognized as a reduction of the net pension liability in the year ending June 30, 2017. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

<b>Year Ending June 30,</b>	<b>Amount</b>
2017	\$ 113,828
2018	113,828
2019	113,826
2020	265,926
2021	130,790
Thereafter	66,064
	<b>\$ 804,264</b>

**Agent plan OPEB actuarial assumptions** – The health insurance premium benefit contribution requirements for the year ended June 30, 2016 were established by the June 30, 2014 actuarial valuations, and those valuations were based on the following actuarial methods and assumptions.

## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

Actuarial valuations involve estimates of the reported amounts' value and assumptions about the probability of events in the future. Amounts determined regarding the plan's funded status and the annual required contributions are subject to continual revision as actual results are compared to past expectations and new estimates are made. The required schedule of funding progress for the health insurance premium benefit presented as required supplementary information provides multiyear trend information that shows whether the actuarial value of the plan's assets are increasing or decreasing over time relative to the actuarial accrued liability for benefits.

Projections of benefits are based on (1) the plan as the District and plan's members understand them and include the types of benefits in force at the valuation date, and (2) the pattern of sharing benefit costs between the District and plan's members to that point. Actuarial calculations reflect a long-term perspective and employ methods and assumptions designed to reduce short-term volatility in actuarial accrued liabilities and the actuarial value of assets. The significant actuarial methods and assumptions used are the same for all PSPRS plans and related benefits (unless noted), and the following actuarial methods and assumptions were used to establish the fiscal year 2016 contribution requirements:

#### **OPEB Contribution Requirements**

Actuarial valuation date	June 30, 2014
Actuarial cost method	Entry age normal
Amortization method	Level percent closed for unfunded actuarial accrued liability, open for excess
Remaining amortization period	22 years for unfunded actuarial accrued liability, 20 years for excess
Asset valuation method	7-year smoothed market value; 20% corridor
Actuarial assumptions:	
Investment rate of return	7.85%
Projected salary increases	4.0%–8.0%
Wage growth	4.0%

**Agent plan OPEB trend information** – Annual OPEB cost information for the health insurance premium benefit for the current and 2 preceding years follows:

<b>PSPRS</b>	<b>Year ending June 30,</b>	<b>Annual OPEB Costs</b>	<b>Percentage Contributed</b>
Health Insurance	2016	\$ 39,831	100%
	2015	56,469	100%
	2014	51,105	100%

## Notes to Financial Statements - Continued

### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

**Agent Plan OPEB Funding Status (Required Supplementary Information)** – The health insurance premium benefit plans’ funded status as of the most recent valuation date, June 30, 2015, along with the actuarial assumptions and methods used in those valuations follow:

<b>Health Insurance</b>						
<b>Valuation Date June 30,</b>	<b>Actuarial Value of Plan Assets</b>	<b>Actuarial Accrued Liability</b>	<b>Funding Liability (Excess)</b>	<b>Funded Ratio</b>	<b>Annual Covered Payroll</b>	<b>Unfunded Liability as Percentage of Covered Payroll</b>
2015	\$ 435,882	\$ 775,914	\$ 340,032	56.18%	\$4,867,868	6.99%
2014	387,218	761,966	374,748	50.82%	\$4,471,923	8.38%
2013	-	722,537	722,537	-%	4,204,058	17.19%

The actuarial methods and assumptions used are the same or all the PSPRS health insurance premium benefit plans (unless noted), and the most recent valuation date are as follows:

#### **OPEB Funded Status**

Actuarial valuation date	June 30, 2015
Actuarial cost method	Entry age normal
Amortization method	Level percent closed for unfunded actuarial accrued liability, open for excess
Remaining amortization period	21 years for unfunded actuarial accrued liability, 20 years for excess
Asset valuation method	7-year smoothed market value; 80%/120% market corridor
Actuarial assumptions:	
Investment rate of return	7.85%
Projected salary increases	4%–8%
Wage growth	4%

#### **C. Deferred Compensation and Post Employment Health Plans**

The District has established a defined contribution deferred compensation plan for all employees to provide for supplementary retirement benefits. Contributions to the plan are administered by a third-party and totaled \$281,689 for the year ended June 30, 2016.

The District has also established a defined contribution deferred compensation plan for all employees to provide for post-employment health benefits. Contributions to the plan are administered by a third-party and provide for post-employment reimbursement of qualifying medical premiums for the benefit of employees and their dependents. Contributions for the year ended June 30, 2016 totaled \$74,377.

## **Notes to Financial Statements - Continued**

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### **Note 11 – Employee Retirement Systems and Post Employment Plans – Continued**

The District provides neither administrative services nor investment advice. Accordingly, no fiduciary relationship exists between the District and the compensation plan. Therefore, plan assets, for either of the aforementioned plans, are not included as a fund of the District.

### **Note 12 – Subsequent Events**

The District consolidated with the Wittmann Fire & Medical District (WFMD) as of October 13, 2016. The WFMD consisted of one fire station, 16 employees and approximately 45 square miles. The District assumed \$242,945 in debt that was subsequently paid off in November, 2016 and in addition acquired 6 vehicles, which included engines, a water tender and brush trucks. The District also assumed the net pension asset for the Public Safety Personnel Retirement System in the amount of \$52,226 and the net pension liability for WFMD's proportionate share of the Arizona State Retirement System's net pension liability in the amount of \$83,320.

In accordance with U.S. generally accepted accounting principles, the District will record the merger effective as of July 1, 2016 and will include all of WFMD's assets, liabilities, revenues and expenses/expenditures from that date forward.



## **Required Supplementary Information**

**(Other than Management's Discussion and Analysis)**



**North County Fire & Medical District**  
**Required Supplementary Information**  
**Budgetary Comparison Schedule - General Fund**  
**Year Ended June 30, 2016**

	<b>Original Budget</b>	<b>Final Budget</b>	<b>Actual Amounts</b>	<b>Variance with Final Budget- Positive (Negative)</b>
<b>Revenues:</b>				
<i>Taxes:</i>				
Property taxes	\$ 10,566,435	\$ 10,566,435	\$ 10,454,835	\$ (111,600)
Fire district assistance tax	400,000	400,000	408,398	8,398
Ambulance fees	2,499,594	2,499,594	2,779,050	279,456
Program revenues	139,335	139,335	110,452	(28,883)
Intergovernmental	7,264	356,373	451,327	94,954
Firefighter relief and pensions	120,000	120,000	111,892	(8,108)
Investment earnings	4,000	4,000	6,742	2,742
Other	339,137	339,137	196,910	(142,227)
Total revenues	14,075,765	14,424,874	14,519,606	94,732
<b>Expenditures:</b>				
<i>Public safety-fire protection and emergency medical services:</i>				
<i>Current:</i>				
Salaries and wages	7,317,798	7,477,888	7,483,046	(5,158)
Employee benefits	4,170,181	4,354,457	4,062,788	291,669
Materials and supplies	432,249	432,249	354,672	77,577
Professional services	134,194	138,937	313,330	(174,393)
Utilities and communications	605,499	605,499	517,305	88,194
Repairs and maintenance	228,407	228,407	260,050	(31,643)
Training and related	135,544	135,544	79,438	56,106
Insurance	70,746	70,746	67,166	3,580
Administration	98,757	98,757	645,503	(546,746)
Contingency	350,000	350,000	28,049	321,951
Capital outlay	19,650	19,650	-	19,650
<i>Debt service:</i>				
Principal	351,212	351,212	369,049	(17,837)
Interest	161,528	161,528	179,078	(17,550)
Total expenditures	14,075,765	14,424,874	14,359,474	65,400
Changes in fund balance	-	-	160,132	160,132
Fund balances, beginning of year	-	-	3,394,879	3,394,879
Fund balances, end of year	\$ -	\$ -	\$ 3,555,011	\$ 3,555,011

The accompanying notes are an  
integral part of this schedule.

**North County Fire & Medical District  
Notes to Budgetary Comparison Schedule  
Year Ended June 30, 2016**

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**Note 1 – Budgetary Requirements and Basis of Accounting**

The District's budget is prepared on a basis of accounting consistent with U.S. generally accepted accounting principles. A budgetary comparison schedule for the general fund is included as required supplementary information to provide meaningful comparison of actual results to budget.

**Note 2 - Expenditures in Excess of Appropriations**

For the year ended June 30, 2016, expenditures exceeded appropriations in the general fund for the following programs:

Administration	\$ 546,746
Professional services	174,393
Repairs and maintenance	31,643
Principal payments	17,837
Interest	17,550
Salaries and wages	5,158

The excesses for the above expenditures were primarily the result of unexpected expenditures incurred. These expenditures were funded by greater than anticipated revenues and unspent appropriations.

**North County Fire & Medical District  
Required Supplementary Information  
Schedule of the District's Proportionate Share of the Net Pension Liability  
Cost Sharing Pension Plans  
Year Ended June 30, 2016**

<b>Arizona State Retirement System</b>	<b>Reporting Fiscal Year (Measurement Date)</b>		
	<b>2016 (2015)</b>	<b>2015 (2014)</b>	<b>2014 through 2007</b>
District's proportion of the net pension liability	0.0181%	0.0173%	Information
District's proportion share of the net pension liability \$	2,818,379	\$ 2,562,547	not available
District's covered payroll \$	1,666,547	\$ 1,478,248	
District's proportionate share of the net pension liability as a percentage of its covered payroll	169.11%	173.35%	
Plan fiduciary net position as a percentage of the total pension liability	68.35%	69.49%	

See accompanying notes to pension plan schedules.

**North County Fire & Medical District  
Required Supplementary Information  
Schedule of Changes in the  
Net Pension Liability and Related Ratios  
Year Ended June 30, 2016**

	Reporting Fiscal Year (Measurement Date)		
	2016 (2015)	2015 (2014)	2014 through 2007
<b>Total pension liability</b>			
Service cost	\$ 836,055	\$ 806,556	Information not available
Interest on total pension liability	2,085,578	1,827,197	
Changes of benefit terms	-	277,294	
Difference between expected and actual experience in the measurement of the pension liability	(263,978)	(612,082)	
Changes of assumptions or other inputs	-	1,891,492	
Benefit payments, including refunds of employee contributions	(924,062)	(903,404)	
Net change in pension liability	1,733,593	3,287,053	
Total pension liability - beginning	26,611,870	23,324,817	
Total pension liability - ending (a)	<u>\$ 28,345,463</u>	<u>\$ 26,611,870</u>	
<b>Plan fiduciary net position</b>			
Contributions - employer	\$ 1,061,193	\$ 977,124	
Contributions - employee	527,193	452,080	
Net investment income	593,212	1,845,051	
Benefit payments, including refunds of employee contributions	(924,062)	(903,404)	
Administrative expense	(14,864)	-	
Other changes	(12,260)	158,706	
Net change in plan fiduciary net position	1,230,412	2,529,557	
Plan fiduciary net position - beginning	15,845,700	13,316,143	
Plan fiduciary net position - ending (b)	<u>\$ 17,076,112</u>	<u>\$ 15,845,700</u>	
District's net pension liability - ending (a) - (b)	<u>\$ 11,269,351</u>	<u>\$ 10,766,170</u>	
Plan fiduciary net position as a percentage of the total pension liability	60%	60%	
Covered-employee payroll	\$ 4,867,868	\$ 4,471,926	
District's net pension liability as a percentage of covered-employee payroll	232%	241%	

See accompanying notes to pension plan schedules.

**North County Fire & Medical District  
Required Supplementary Information  
Schedule of Pension Contributions  
Year Ended June 30, 2016**

<b>ASRS</b>	<b>Fiscal Year</b>			<b>2007 through 2013</b>
	<b>2016</b>	<b>2015</b>	<b>2014</b>	
Statutorily required contribution	\$ 185,206	\$ 181,487	\$ 167,042	Information not available
District's contributions in relation to the statutorily required contribution	185,206	181,487	167,042	
District's contribution deficiency (excess)	\$ -	\$ -	\$ -	
District's covered payroll	\$ 1,706,968	\$ 1,666,547	\$ 1,478,248	
District's contributions as a percentage of covered payroll	10.85%	10.89%	11.30%	

<b>PSPRS</b>	<b>Fiscal Year</b>			<b>2007 through 2013</b>
	<b>2016</b>	<b>2015</b>	<b>2014</b>	
Actuarially determined contribution	\$ 1,427,619	\$ 1,061,193	\$ 977,124	Information not available
District's contributions in relation to the actuarially determined contribution	1,427,619	1,061,193	977,124	
District's contribution deficiency (excess)	\$ -	\$ -	\$ -	
District's covered payroll	\$ 5,391,310	\$ 4,867,868	\$ 4,471,926	
District's contributions as a percentage of covered payroll	26.48%	21.80%	21.85%	

See accompanying notes to pension plan schedules.

**North County Fire & Medical District  
Notes to Pension Plan Schedules  
Year Ended June 30, 2016**

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**Note 1 – Change in accounting principle**

For the year ended June 30, 2016, the District implemented the provisions of GASB Statement No. 82, *Pension Issues*. The statement changed the measure of payroll that is required to be presented in required supplementary information from covered-employee payroll to covered payroll. Accordingly, payroll amounts presented in the pension plan schedules and related ratios for prior periods have been restated.

**Note 2 – Actuarially Determined Contribution Rates**

Actuarial determined contribution rates for PSPRS are calculated as of June 30 two years prior to the end of the fiscal year in which contributions are made. The actuarial methods and assumptions used to establish the contribution requirements are as follows:

Actuarial valuation date	June 30, 2014
Actuarial cost method	Entry age normal
Amortization method	Level percent closed for unfunded actuarial accrued liability, open for excess
Remaining amortization period	22 years for unfunded actuarial accrued liability, 20 years for excess
Asset valuation method	7-year smoothed market value; 80%/120% market corridor
Actuarial assumptions:	
Investment rate of return	7.85%
Projected salary increases	In the 2014 actuarial valuation, projected salary increases were decreased from 4.5-8.5% to 4.0% - 8.0%
Wage growth	In the 2014 actuarial valuation, wage growth was decreased from 4.5% to 4.0%
Retirement age	Experience-based table of rates that is specific to the type of eligibility condition. Last updated for the 2012 valuation pursuant to an experience study of the period July 1, 2006 - June 30, 2011.
Mortality	RP-2000 mortality table (adjusted by 105% for both males and females)

# Statistical Section



**North County Fire & Medical District  
Statistical Section Schedules  
Year Ended June 30, 2016**

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This part of the District's comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the District's overall financial health.

**Financial Trends.....56-59**

These schedules contain trend information to help the reader understand how the District's financial performance and well-being have changed over time.

Condensed Summary of Net Position

Condensed Statement of Activities

Fund Balances of Governmental Funds

Summary Statement of Revenues, Expenditures, and Changes in Fund  
Balances – Governmental Funds

**Revenue Capacity.....60-64**

These schedules contain information to help the reader assess the District's sources of revenue, specifically the most significant revenue source, property taxes.

Assessed Value and Estimated Actual Value of Taxable Property

Direct and Overlapping Rates

Overlapping Tax Rate Details

Principal Property Tax Payers

Property Tax Levies and Collections

**Debt Capacity.....65**

This schedule presents information to help the reader assess the District's current outstanding levels of debt and the District's ability to issue additional (bonded) debt in the future.

Outstanding Debt and Debt Limitations

**Demographic and Economic Information.....66**

This schedule offers demographic and economic indicators to help the reader understand the environment within which the District's financial activities take place.

County-Wide Demographic and Economic Statistics

**Operating Information.....67-68**

These schedules contain service and capital asset data to help the reader understand how the information in the District's financial report relates to the services the District provides and the activities which it performs.

Summary of Emergency Responses

Summary of District Assets and Employees



North County Fire & Medical District  
CONDENSED SUMMARY OF NET POSITION  
Last Ten (10) Years (as of June 30)

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
<b>ASSETS</b>			(as restated)*							
Current	\$ 5,513,756	\$ 8,719,151	\$ 8,985,543	\$ 6,824,469	\$ 6,164,243	\$ 5,359,731	\$ 4,417,110	\$ 5,541,732	\$ 6,325,568	\$ 3,859,938
Capital	11,701,224	9,637,691	8,302,665	9,022,759	8,522,111	9,085,299	9,250,168	8,240,692	6,754,129	5,534,255
Total	17,214,980	18,356,842	17,288,208	15,847,228	14,686,354	14,445,030	13,667,278	13,782,424	13,079,697	9,394,193
<b>DEFERRED OUTFLOWS OF RESOURCES</b>										
Pension related	3,723,444	3,111,774	1,144,166	-	-	-	-	-	-	-
<b>LIABILITIES</b>										
Other	1,357,337	1,204,675	532,567	1,018,838	812,381	910,671	781,597	1,045,413	634,254	681,744
Long-term debt	20,251,253	20,314,524	20,342,807	5,774,295	5,317,188	5,652,265	6,094,122	6,438,657	6,757,859	3,479,606
Total	21,608,590	21,519,199	20,875,374	6,793,133	6,129,569	6,562,936	6,875,719	7,484,070	7,392,113	4,161,350
<b>DEFERRED INFLOWS OF RESOURCES</b>										
Pension related	1,469,071	1,761,697	-	-	-	-	-	-	-	-
<b>NET POSITION</b>										
Invested in capital assets, net of related debt	5,843,027	3,410,445	1,718,302	3,264,566	3,204,923	3,433,034	3,512,632	3,626,255	3,475,631	2,195,970
Restricted	59,535	56,498	51,227	37,150	35,154	33,042	-	-	-	-
Unrestricted (deficit)	(8,041,805)	(5,279,223)	(4,212,529)	5,752,379	5,316,708	4,416,018	3,278,927	2,672,099	2,211,953	3,036,873
<b>TOTAL NET POSITION</b>	\$ (2,139,243)	\$ (1,812,280)	\$ (2,443,000)	\$ 9,054,095	\$ 8,556,785	\$ 7,882,094	\$ 6,791,559	\$ 6,298,354	\$ 5,687,584	\$ 5,232,843

**SOURCE:** The schedules on pages 56 through 59 were prepared using current and prior year audited financial statements.

**NOTE:** The District adopted Governmental Accounting Standards Board (GASB) Statement No. 68 "Accounting and Financial Reporting for Pension; an amendment of GASB Statement No. 27" during the fiscal year ended June 30, 2015, and GASB Statement No. 34, "Basic Financial Statements - and Management Discussion and Analysis - For State and Local Governments" during the fiscal year ended June 30, 2004.

\* The District adopted GASB Statement no. 68, "Accounting and Financial Reporting for Pensions," as amended by GASB Statement No. 71, "Pension Transition for Contributions Made Subsequent to Measurement Date." during fiscal year ended June 30, 2015.

North County Fire & Medical District  
CONDENSED STATEMENT OF ACTIVITIES  
Last Ten (10) Years (as of June 30)

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
<b>EXPENSES</b>										
Public Safety	\$ 14,919,197	\$ 13,144,086	\$ 12,486,053	\$ 11,727,503	\$ 11,083,145	\$ 11,017,486	\$ 10,507,355	\$ 10,437,123	\$ 9,536,847	\$ 9,018,333
<b>PROGRAM REVENUES</b>										
Charges For Services	2,799,831	2,844,763	2,536,503	1,863,373	1,613,248	1,862,663	1,573,683	1,685,837	1,855,738	2,273,940
Capital Grants	-	-	-	-	212,463	-	134,679	-	-	-
Intergovernmental & Operating Grants	538,279	176,322	123,940	116,575	100,672	29,655	12,094	3,758	34,568	45,706
<b>NET PROGRAM EXPENSES</b>	(11,581,087)	(10,123,001)	(9,825,610)	(9,747,555)	(9,156,762)	(9,125,168)	(8,786,899)	(8,747,528)	(7,646,541)	(6,698,687)
<b>GENERAL REVENUES</b>										
Property Taxes	10,452,419	10,280,074	9,956,685	9,735,426	9,411,765	9,891,153	8,838,269	8,876,270	7,592,110	7,026,156
County Aid	408,398	407,122	396,646	403,245	302,972	300,965	297,640	291,383	295,715	293,801
Other Revenues	393,307	66,525	103,112	106,193	116,716	23,585	144,195	190,645	213,457	250,230
Total General Revenues	11,254,124	10,753,721	10,456,443	10,244,864	9,831,453	10,215,703	9,280,104	9,358,298	8,101,282	7,570,187
<b>TOTAL CHANGE IN NET POSITION</b>	\$ (326,963)	\$ 630,720	\$ 630,833	\$ 497,310	\$ 674,691	\$ 1,090,535	\$ 493,205	\$ 610,770	\$ 454,741	\$ 871,500

North County Fire & Medical District  
FUND BALANCES  
GOVERNMENTAL FUNDS  
Last Ten (10) Years (as of June 30)

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
<b>GENERAL FUND</b>										
Unassigned	\$ 3,184,559	\$ 2,264,336	\$ 1,275,677	\$ 350,935	\$ 356,784	\$ 110,039	\$ 1,125,881	\$ 1,260,272	\$ 574,402	\$ 193,518
Assigned	206,956	546,893	431,315	127,910	-	-	-	-	-	-
Committed	68,496	583,650	744,546	862,738	738,233	1,245,500	-	-	-	-
Nonspendable	95,000	-	18,685	9,092	2,979	92,900	6,990	-	71,321	76,879
<b>Total</b>	<b>3,555,011</b>	<b>3,394,879</b>	<b>2,470,223</b>	<b>1,350,675</b>	<b>1,097,996</b>	<b>1,448,439</b>	<b>1,132,871</b>	<b>1,260,272</b>	<b>645,723</b>	<b>270,397</b>
<b>OTHER GOVERNMENTAL FUNDS</b>										
Restricted	59,535	52,949	51,227	37,150	34,154	33,042	-	-	-	-
Committed	726,355	3,646,039	5,591,163	4,654,877	4,256,579	2,888,274	2,639,282	3,375,742	5,218,748	3,161,796
<b>Total</b>	<b>785,890</b>	<b>3,698,988</b>	<b>5,642,390</b>	<b>4,692,027</b>	<b>4,290,733</b>	<b>2,921,316</b>	<b>2,639,282</b>	<b>3,375,742</b>	<b>5,218,748</b>	<b>3,161,796</b>
<b>TOTAL GOVERNMENTAL FUNDS</b>										
General Fund	3,555,011	3,394,879	2,470,223	1,350,675	1,097,996	1,448,439	1,132,871	1,260,272	645,723	270,397
Other Governmental Funds	785,890	3,698,988	5,642,390	4,692,027	4,290,733	2,921,316	2,639,282	3,375,742	5,218,748	3,161,796
<b>TOTAL</b>	<b>\$ 4,340,901</b>	<b>\$ 7,093,867</b>	<b>\$ 8,112,613</b>	<b>\$ 6,042,702</b>	<b>\$ 5,388,729</b>	<b>\$ 4,369,755</b>	<b>\$ 3,772,153</b>	<b>\$ 4,636,014</b>	<b>\$ 5,864,471</b>	<b>\$ 3,432,193</b>

**NOTE:** The District only maintained two governmental funds, the General Fund and the Capital Projects Fund until fiscal year ending June 30, 2010. Beginning with the fiscal year starting July 1, 2010, it was determined that it was necessary to create the Special Revenue Fund to better manage the collection and disbursement of funds for specified programs such as the Paramedic Training, the Fire Corps, Fire & Life Safety, and the Child Safety Seat Loaner Programs. These funds are donated by citizens and local organizations for restricted use and are strictly utilized in accordance with the donor's request.

Beginning the Fiscal Year Ended June 30, 2013, the District began assigning fund balance within the General Fund to funding the previously unfunded compensated absences and related employee benefits. This allows the District to use current assets, rather than generating additional property tax revenues to fund these liabilities. The Fire Board will review the liability associated with compensated absences and related employee benefit balances at fiscal year end to determine the assigned fund balance requirements and determine funding.

North County Fire & Medical District  
**SUMMARY OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE**  
GOVERNMENTAL FUNDS  
Last Ten (10) Years (as of June 30)

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
<b>REVENUES</b>										
Property Taxes	\$ 10,863,233	\$ 10,208,325	\$ 9,959,620	\$ 9,793,925	\$ 9,411,765	\$ 10,072,425	\$ 8,845,395	\$ 8,837,614	\$ 7,588,003	\$ 7,028,692
Charges for Services	2,889,502	2,513,216	2,059,604	1,539,939	1,530,232	1,509,132	1,409,749	1,563,378	1,615,844	1,402,913
Other revenues	931,586	973,023	1,046,079	921,175	1,019,470	318,610	736,683	567,053	775,715	1,124,522
Total	14,684,321	13,694,564	13,065,303	12,255,039	11,961,467	11,900,167	10,991,827	10,968,045	9,979,562	9,556,127
<b>EXPENDITURES</b>										
Public Safety	14,152,461	12,233,140	11,569,856	10,694,922	10,345,426	10,061,441	9,708,503	9,609,838	9,056,778	8,290,784
Capital Projects	2,736,699	1,934,502	73,595	322,137	23,044	541,472	1,530,564	1,984,341	1,576,017	703,417
Debt Service										
Principal	369,049	357,116	407,122	359,534	335,077	441,857	344,535	319,202	321,377	307,040
Interest	179,078	188,549	178,110	225,470	237,949	257,795	272,086	283,122	192,742	159,427
Total expenditures	17,437,287	14,713,307	12,228,683	11,602,063	10,941,496	11,302,565	11,855,688	12,196,503	11,146,914	9,460,668
Excess of revenues										
Over/(Under) Expenditures	(2,752,966)	(1,018,743)	836,620	652,976	1,019,971	597,602	(863,861)	(1,228,458)	(1,167,352)	95,459
<b>OTHER FINANCING</b>										
<b>SOURCES/USES</b>										
Issuance of Debt	-	-	6,202,391	-	-	-	-	6,300,000	-	-
Payoff of lease from new debt proceeds	-	-	(4,969,100)	-	-	-	-	(2,700,370)	-	-
<b>TOTAL CHANGE IN FUND BALANCE</b>	<b>\$ (2,752,966)</b>	<b>\$ (1,018,743)</b>	<b>\$ 2,069,911</b>	<b>\$ 652,976</b>	<b>\$ 1,019,971</b>	<b>\$ 597,602</b>	<b>\$ (863,861)</b>	<b>\$ 2,371,172</b>	<b>\$ (1,167,352)</b>	<b>\$ 95,459</b>
Debt Service as a percentage of non-capital expenditures	3.73%	4.27%	4.81%	5.19%	5.25%	6.50%	5.97%	5.90%	5.37%	5.33%

North County Fire & Medical District  
Assessed Value and Estimated Actual Value of Taxable Property  
Last Ten (10) Years

Fiscal Year Ended June 30,	Secondary Net Assessed Value Residential	Secondary Net Assessed Value Commercial	Secondary Net Assessed Value Vacant/Other	Secondary Net Assessed Value Total	Direct Rate	Estimated Actual Value	Ratio of Net Assessed to Estimated
2016	318,739,578	22,539,614	28,476,263	\$ 369,755,455	\$2.8577	\$ 3,697,554,550	10.0%
2015	298,648,858	21,988,189	28,749,418	349,386,465	2.9177	3,485,541,781	10.0%
2014	288,184,586	22,709,458	28,377,894	339,271,938	2.9177	3,405,655,072	10.0%
2013	302,177,709	25,565,402	28,023,424	355,766,535	2.7189	3,564,904,974	10.0%
2012	327,279,198	27,824,455	33,758,302	388,861,955	2.4280	3,894,804,295	10.0%
2011	351,591,039	38,770,662	43,524,072	433,885,773	2.2555	4,318,955,713	10.0%
2010	383,632,718	34,533,143	37,825,469	455,991,330	1.9660	4,450,495,119	10.2%
2009	436,285,018	30,000,429	38,937,751	505,223,198	1.7800	4,964,405,414	10.2%
2008	398,444,319	27,524,596	32,708,270	458,677,185	1.6670	4,448,423,105	10.3%
2007	238,471,693	24,516,194	30,524,534	293,512,421	2.4080	2,788,336,307	10.5%

**SOURCE:** Maricopa County Assessors Office

**NOTE:** Secondary Net Assessed (or Full Cash) Values (SNAV) are based on Estimated Actual Value with an applicable rate of 10% (ARS § 42-15004) for residential property, 15%<sup>1</sup> (ARS § 42-15002) for Vacant Land and 18.0%<sup>2</sup> (ARS § 42-15001) for non-public utility and commercial property. Public utility infrastructure is centrally assessed by the Arizona Department of Revenue. Secondary Assessed Values (Estimated Actual Values) are determined each calendar year. The tax rate of the district is determined by the approved budget applicable divided by the Secondary Assessed Value as of July 1st of the respective fiscal year.

**REF (1):** Vacant Land Assessment Ratios are the following percentage of its full cash value, as applicable (ARS § 42-15002):

16.0% Through December 31, 2015  
15.0% Beginning from and after December 31, 2015

**REF (2):** Non-Public and Commercial Property Assessment Ratios are the following percentage of its full cash value or limited valuation, as applicable (ARS § 42-15001):

25.0% Through December 31, 2005  
24.5% Through December 31, 2006  
24.0% Through December 31, 2007  
23.0% Through December 31, 2008  
22.0% Through December 31, 2009  
21.0% Through December 31, 2010  
20.0% Through December 31, 2012  
19.5% Through December 31, 2013  
19.0% Through December 31, 2014  
18.5% Through December 31, 2015  
18.0% Beginning from and after December 31, 2015

North County Fire & Medical District  
Direct and Overlapping Tax Rates  
Last Ten (10) Years

Fiscal Year Ended June 30,	Direct	Overlapping						
	North County Fire & Medical District # 11574	State of AZ Dept. of Ed. Equalization	*Total (Direct) Maricopa County	*Central AZ Water Conservation District #14755	Maricopa Community College #08230	*Peoria Unified <sup>1</sup> School District #07011	*Dysart Unified <sup>1</sup> School District #07089	*Other Special Districts <sup>2</sup>
2016	\$ 2.8577	\$ 0.5089	\$ 1.5757	\$ 0.1400	\$ 1.2824	\$ 7.7757	\$ 6.6768	\$ 1.3415
2015	2.9177	0.5089	1.5157	0.1400	1.2824	7.2708	7.1239	1.6113
2014	2.9177	0.5123	1.4637	0.1400	1.2896	7.5288	7.5770	1.6546
2013	2.7189	-	1.9107	0.1000	1.1563	7.0309	7.3864	1.4243
2012	2.4280	0.4259	1.4679	0.1000	1.0123	5.3951	5.9924	1.3199
2011	2.2555	0.3564	1.2409	0.1000	0.9728	5.3293	5.2573	1.3500
2010	1.9660	0.3306	1.1629	0.1000	0.8844	5.4540	5.0038	0.8542
2009	1.7800	-	1.2047	0.1000	0.9386	5.6621	5.5751	0.8204
2008	1.6670	-	1.2970	0.1000	0.9760	6.5425	6.0728	0.9831
2007	2.4080	-	1.4348	0.1200	1.0646	7.5974	6.9522	1.0642

**SOURCE:** Maricopa County Annual Tax Levy Report, compiled by the Maricopa County Department of Finance  
\*Overlapping Tax Rate Details presented in the tables on the next page.

**NOTE:** Arizona Revised Statute Title 48 limits the District's direct rate to a maximum of \$3.25<sup>3</sup> per \$100 of Secondary Net Assessed Value (SNAV). Additionally, changes in statute during the 2009 Legislative Session established further limits which impacted the maximum yearly increase in the tax levy (in dollars) for special districts in Arizona. This amount is based on a calculation which established a "base year" for special districts. The annual levy may not exceed the base year tax levy (2008 tax year), with consideration for new additions to the valuation base, plus 8% per year from the base year, in the aggregate. For the fiscal year ending June 30, 2016 (Tax Year 2015), the maximum tax levy allowable under statute based on the 8% limitation is \$16,543,476, although the effective allowable levy based on the District's direct tax rate of \$3.25 per \$100 of SNAV decreases this limit to \$12,017,052. However, the District's adopted tax levy for fiscal year ending June 30, 2016 was \$10,566,435, leaving the District with an excess tax levy capacity of approximately \$1,450,617. Future limits are established each year by the Arizona Property Tax Oversight Commission once the County Assessor has taken into account additions to the property within the District.

**REF (1):** Within the District, there are two separate unified school districts which many property owners reside in. These are the Peoria Unified School District #11, and the Dysart Unified School District #89. School district tax rates are assessed on the Primary (Limited) Value of properties.

**REF (2):** Other Special Districts include the following county street lighting improvement districts: Sun City West #13298, Sun City West Expansion 1 #13383, and SCW Expansion #17 #23324.

**REF (3):** During the 2012 50th legislature, Second Regular Session house Bill #2184 was passed providing for a temporary override under the heading of "County fire district assistance tax; levy limit 2012 through 2014". This temporary override allows fire districts that have experienced a combined net assessed valuation decline of twenty-five percent or more beginning with the 2008 valuation year, notwithstanding the tax rate limit established pursuant to section 48-807, subsection F, Arizona Revised Statutes, may adopt a tax rate not to exceed \$3.75, provided the proceeds do not exceed the total levy received in the prior fiscal year. Furthermore, the increased tax rate shall not be used to fund salary increases or increase the number of full-time positions within the fire district. Fire Districts utilizing this override shall not call for an override election pursuant to section 48-807, subsection G, Arizona Revised Statutes.

North County Fire & Medical District  
Overlapping Tax Rate Details  
Last Ten (10) Years

Peoria Unified <sup>1</sup> School District #11 (#07011)										
Fiscal Year Ended June 30,	Operating Levy Tax Rates				Debt, Override, & Special Levy Tax Rates					
	Maintenance & Operations	Capital Outlay	Special Assessment Adjacent Ways	Total Operating Levy Tax Rates	Voter Override Capital Outlay	Voter Override M & O	Class A Bonds	Class B Bonds	Total Special Levy Tax Rates	Total Combined Tax Rates
2016	\$ 4.3533	\$ 0.5525	\$ 0.0262	<b>4.9320</b>	\$ -	\$ 1.1573	\$ 0.3462	\$ 1.3402	<b>\$ 2.8437</b>	<b>\$ 7.7757</b>
2015	4.0139	0.4152	-	<b>4.4291</b>	-	1.1399	1.1984	0.5034	<b>2.8417</b>	<b>\$ 7.2708</b>
2014	4.1765	-	-	<b>4.1765</b>	-	1.2147	0.7786	1.3590	<b>3.3523</b>	<b>\$ 7.5288</b>
2013	3.9193	0.0917	-	<b>4.0110</b>	-	1.1469	1.4891	0.3839	<b>3.0199</b>	<b>\$ 7.0309</b>
2012	3.5861	0.1213	0.0073	<b>3.7147</b>	-	1.0308	0.0009	0.6487	<b>1.6804</b>	<b>\$ 5.3951</b>
2011	2.8866	0.3542	0.0012	<b>3.2420</b>	-	0.8342	0.9775	0.2756	<b>2.0873</b>	<b>\$ 5.3293</b>
2010	2.6402	0.1125	0.2405	<b>2.9932</b>	-	0.7499	0.9197	0.7912	<b>2.4608</b>	<b>\$ 5.4540</b>
2009	3.4166	0.0280	0.3211	<b>3.7657</b>	-	0.7224	0.2416	0.9324	<b>1.8964</b>	<b>\$ 5.6621</b>
2008	3.5096	0.0079	0.3022	<b>3.8197</b>	-	0.8326	0.7513	1.1389	<b>2.7228</b>	<b>\$ 6.5425</b>
2007	3.9340	0.0148	0.3425	<b>4.2913</b>	-	1.1124	0.6569	1.5368	<b>3.3061</b>	<b>\$ 7.5974</b>

Dysart Unified <sup>1</sup> School District #89										
Fiscal Year Ended June 30,	Operating Levy Tax Rates #07089				Debt, Override, & Special Levy Tax Rates					
	Maintenance & Operations	Capital Outlay	Special Assessment For Adjacent Ways	Total Operating Levy Tax Rates	Voter Override Capital Outlay	Voter Override M & O	Class A Bonds	Class B Bonds	Total Special Levy Tax Rates	Total Combined Tax Rates
2016	\$ 4.0250	\$ 0.2422	\$ -	<b>\$ 4.2672</b>	\$ -	\$ 1.1366	\$ -	\$ 1.2730	<b>\$ 2.4096</b>	<b>\$ 6.6768</b>
2015	3.9957	0.3532	-	<b>4.3489</b>	-	1.6183	-	1.1567	<b>2.7750</b>	<b>7.1239</b>
2014	4.3492	0.2731	0.0009	<b>4.6232</b>	-	1.7621	-	1.1917	<b>2.9538</b>	<b>7.5770</b>
2013	4.6547	-	-	<b>4.6547</b>	-	1.6798	-	1.0519	<b>2.7317</b>	<b>7.3864</b>
2012	3.4104	-	-	<b>3.4104</b>	-	1.4954	-	1.0866	<b>2.5820</b>	<b>5.9924</b>
2011	2.9051	-	0.2603	<b>3.1654</b>	-	1.2216	-	0.8703	<b>2.0919</b>	<b>5.2573</b>
2010	3.0430	-	0.2357	<b>3.2787</b>	0.1063	0.9257	-	0.6931	<b>1.7251</b>	<b>5.0038</b>
2009	2.9461	0.1543	0.9521	<b>4.0525</b>	0.0978	0.8197	-	0.6051	<b>1.5226</b>	<b>5.5751</b>
2008	3.2287	0.1359	1.0680	<b>4.4326</b>	0.1170	0.8678	-	0.6554	<b>1.6402</b>	<b>6.0728</b>
2007	3.6356	0.0983	1.3805	<b>5.1144</b>	-	1.2959	0.1933	0.3486	<b>1.8378</b>	<b>6.9522</b>

Fiscal Year Ended June 30,	Special Districts <sup>2</sup> Tax Levies				(Direct) Maricopa County				
	SCW Expansion #17 #23324	Sun City West #13298	SCW Expansion #1 #13383	Total Special Levy Tax Rates	Operating Levy	Debt Service	Flood Control District	County Library District	Total Maricopa County
2016	\$ 0.4593	\$ 0.4364	\$ 0.4458	<b>\$ 1.3415</b>	\$ 1.3609	\$ -	\$ 0.1592	\$ 0.0556	<b>\$ 1.5757</b>
2015	0.5476	0.5394	0.5243	<b>1.6113</b>	1.3209	-	0.1392	0.0556	<b>1.5157</b>
2014	0.5670	0.5526	0.5350	<b>1.6546</b>	1.2807	-	0.1392	0.0438	<b>1.4637</b>
2013	0.4945	0.4598	0.4700	<b>1.4243</b>	1.2407	-	0.1780	0.4920	<b>1.9107</b>
2012	0.4567	0.4241	0.4391	<b>1.3199</b>	1.2407	-	0.1780	0.0492	<b>1.4679</b>
2011	0.4993	0.3883	0.4624	<b>1.3500</b>	1.0508	-	0.1489	0.0412	<b>1.2409</b>
2010	0.2921	0.2680	0.2941	<b>0.8542</b>	0.9909	-	0.1367	0.0353	<b>1.1629</b>
2009	0.2804	0.2621	0.2779	<b>0.8204</b>	1.0327	-	0.1367	0.0353	<b>1.2047</b>
2008	0.3310	0.3378	0.3143	<b>0.9831</b>	1.1046	-	0.1533	0.0391	<b>1.2970</b>
2007	0.3379	0.3653	0.3610	<b>1.0642</b>	1.1794	-	0.2047	0.0507	<b>1.4348</b>

Central Arizona Water Conservation District (CAWCD) #14755			
Fiscal Year Ended June 30,	Maint & Operations	Water Storage	Total CAWCD
2016	\$ 0.1000	\$ 0.0400	<b>\$ 0.1400</b>
2015	0.1000	0.0400	<b>0.1400</b>
2014	0.1000	0.0400	<b>0.1400</b>
2013	0.0600	0.0400	<b>0.1000</b>
2012	0.0600	0.0400	<b>0.1000</b>
2011	0.0600	0.0400	<b>0.1000</b>
2010	0.0600	0.0400	<b>0.1000</b>
2009	0.0600	0.0400	<b>0.1000</b>
2008	0.0600	0.0400	<b>0.1000</b>
2007	0.0800	0.0400	<b>0.1200</b>

SOURCE: Maricopa County Annual Tax Levy Report, compiled by the Maricopa County Department of Finance

North County Fire & Medical District  
Principal Property Tax Payers  
Current Tax Year and Ten (10) Years Ago

	2015 Tax Year				2005 Tax Year			
	Net Assessed			Percent of	Net Assessed			Percent of
	Limited Property	Valuation	Rank		Limited Property	Valuation	Rank	
Arizona Public Service Company	\$	7,339,526	1	1.98%	\$	7,268,452	1	2.68%
Sun Health Properties Inc.		6,085,238	2	1.65%		3,360,615	3	1.24%
Roskamp/Sun Health Residential		5,146,544	3	1.39%		5,476,656	2	2.02%
WSL Heritage Investors V, LLC		3,256,088	4	0.88%		-	-	- %
EPCOR - Sun City West Sewer*		2,444,755	5	0.66%		-	-	- %
EPCOR Sun City West Water Division*		2,290,795	6	0.62%		1,851,401	7	0.68%
BNSF Railway Company		2,096,973	7	0.57%		-	-	- %
Smith's Food & Drug Centers Inc.		1,792,090	8	0.48%		-	-	- %
Patterson Farms Inc.		1,690,538	9	0.46%		1,945,641	6	0.72%
Winterfell Madison AZ Owner LLC		1,025,000	10	0.28%		-	-	- %
Tradition Senior Housing LLC		-	-	- %		1,960,800	4	0.72%
Pulte Home Corporation		-	-	- %		1,945,641	5	0.72%
Qwest Corporation		-	-	- %		1,798,842	8	0.66%
Southwest Gas Corporation (T&D)		-	-	- %		1,566,628	9	0.58%
Sun Health Properties		-	-	- %		1,495,516	10	0.55%

\*Formerly Arizona-American Water Company

**SOURCE:** Maricopa County Assessor's Office



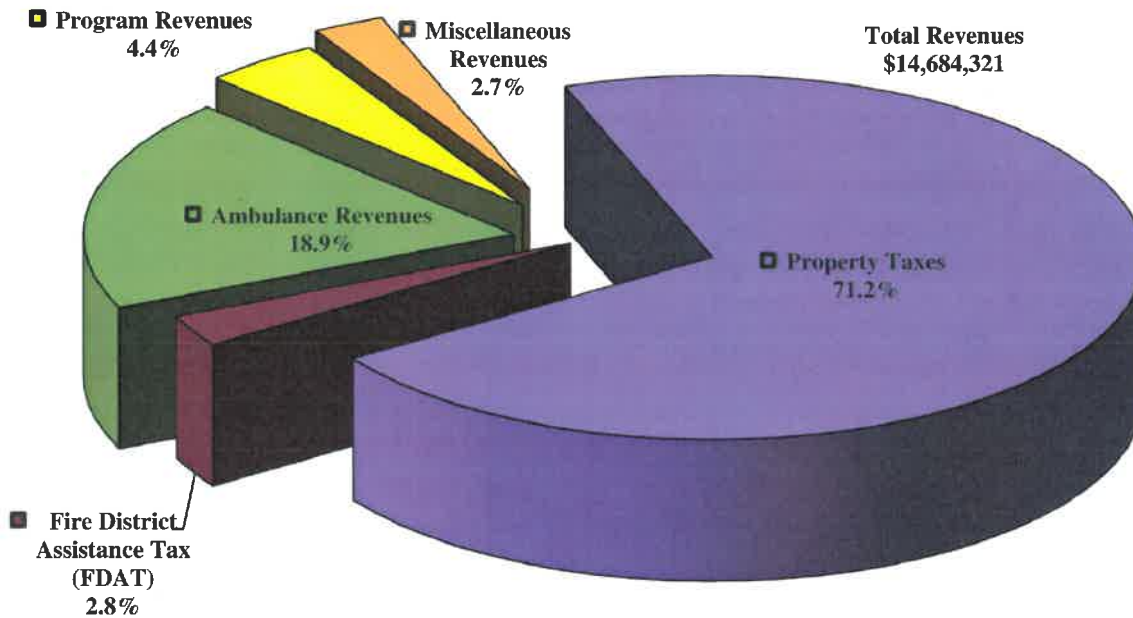
North County Fire & Medical District  
Property Tax Levies and Collections  
Last Ten (10) Years

Fiscal Year Ended June 30,	Tax Levied	Amount Collected in Fiscal Year		Collected In Subsequent Years	Collected in Total	
		Amount	Percent		Amount	Percent
2016	\$ 10,584,803	\$ 10,495,543	99.16%	\$ 32,464 <sup>1</sup>	\$ 10,528,007	99.46%
2015	10,178,413	10,089,612	99.13%	88,373	10,177,985	100.00%
2014	9,905,503	9,834,431	99.28%	70,502	9,904,933	99.99%
2013	9,707,161	9,629,399	99.20%	77,240	9,706,640	99.99%
2012	9,443,497	9,311,628	98.60%	131,318	9,442,947	99.99%
2011	9,820,062	9,652,841	98.30%	166,286	9,819,128	99.99%
2010	8,964,790	8,766,705	97.79%	198,082	8,964,787	100.00%
2009	8,878,789	8,772,149	98.80%	106,637	8,878,786	100.00%
2008	7,646,158	7,562,203	98.90%	83,955	7,646,158	100.00%
2007	7,067,781	6,997,009	99.00%	70,775	7,067,784	100.00%

**SOURCE:** Maricopa County Treasurer's Office

**NOTES:** (1) Amounts collected are on a cash basis. Amounts reported are only for secured property, unsecured property payments are not consistently reported due to timing variances. However, over 95% of unsecured property taxes are collected within 90 days.

**REF (1):** Revenues Collected in July and August 2016.

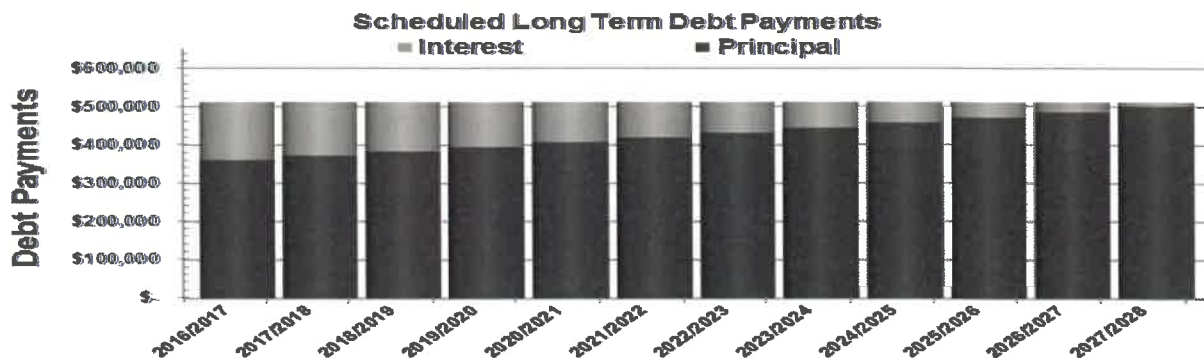


North County Fire & Medical District  
Outstanding Debt and Debt Limitations  
Last Ten (10) Years

Fiscal Year Ended June 30,	Capital Lease Debt	General Obligation Bond		Total Outstanding Debt			
		Outstanding	Legal Limit	Amount	% Subject To Limit	% of Estimated Actual Value	Debt Per Capita
2016	\$ 5,858,198	\$ -	\$ 22,185,327	\$ 5,858,198	- %	0.16%	\$ 130.18
2015	6,227,247	-	20,963,188	6,227,247	- %	0.18%	138.38
2014	6,584,363	-	20,356,316	6,584,363	- %	0.19%	146.32
2013	5,774,295	-	21,345,992	5,774,295	- %	0.16%	128.32
2012	5,317,188	-	23,331,717	5,317,188	- %	0.14%	118.16
2011	5,650,778	-	26,033,146	5,650,778	- %	0.13%	125.57
2010	6,092,635	-	27,359,480	6,092,635	- %	0.14%	135.39
2009	6,437,170	-	30,313,392	6,437,170	- %	0.13%	151.46
2008	6,756,371	-	27,520,631	6,756,371	- %	0.15%	168.91
2007	3,478,118	-	17,610,745	3,478,118	- %	0.12%	86.95

**SOURCE:** The District's Capital Lease Debt information was obtained from current and prior year financial statements and is comprised of the BBVA Compass Bank Lease Purchase Agreement and the NRG Energy, Inc. (Solar) Lease Purchase Agreement. The legal limit is calculated based on Secondary Assessed Valuation using the 6% rate for the legal limit of bond indebtedness.

**NOTE:** The District's purchase lease agreements are backed by the full faith and credit of the District. Such amounts are not subject legal limits based on property valuation; rather, the debt service is required to be paid from the primary tax levy subject to levy limitations. General Obligation Bonds are limited to the lesser of 6% of secondary assessed value in the year they are issued or the maximum amount of the voter approved offering.



North County Fire & Medical District  
County-Wide Demographic and Economic Statistics  
Last Ten (10) Calendar Years

Calendar Year Ended December 31,	Population	Personal Income	Per Capita Income	Unemployment Rate	Estimated District Population
2015	4,137,076	\$ 91,647,160,639	\$ 22,153	6.1%	45,000
2014	4,076,438	86,662,090,637	21,259	6.9%	45,000
2013	3,944,859	82,793,243,514	20,988	7.8%	45,000
2012	3,884,705	80,194,296,774	20,644	8.4%	45,000
2011	3,843,370	76,373,141,049	19,871	9.5%	45,000
2010	3,817,117	72,961,390,716	19,114	10.4%	45,000
2009	4,023,132	73,364,173,749	18,236	9.9%	45,000
2008	4,115,811	79,070,699,862	19,211	6.2%	42,500
2007	3,987,942	80,028,109,961	20,068	3.9%	40,000
2006	3,907,492	76,515,315,065	19,582	4.2%	40,000

**SOURCE:** The source for "Population", "Personal Income", "Per Capita" and "Unemployment Rate" information is the State of Arizona ([www.azstats.gov](http://www.azstats.gov)). The estimated district population is based on analysis of registered voters, annexation and other demographic information maintained by the district.

**NOTE:** N/A indicates information is not available. Population and demographic data are difficult to ascertain because significant portions of the Fire District are not a census designated area. The highest population concentration lies within the original twelve square miles of the Fire District (The Community of Sun City West) at approximately 2,500 population density per square mile. The original twelve square miles of the Fire District is also designated as an active adult community of 55 years of age and older with a median age of 76 as reported in the 2010 census. The remaining twenty-three square miles of the District are not age restricted and contain multi-family housing with an average population density of approximately 650 per square mile with an undetermined median age.

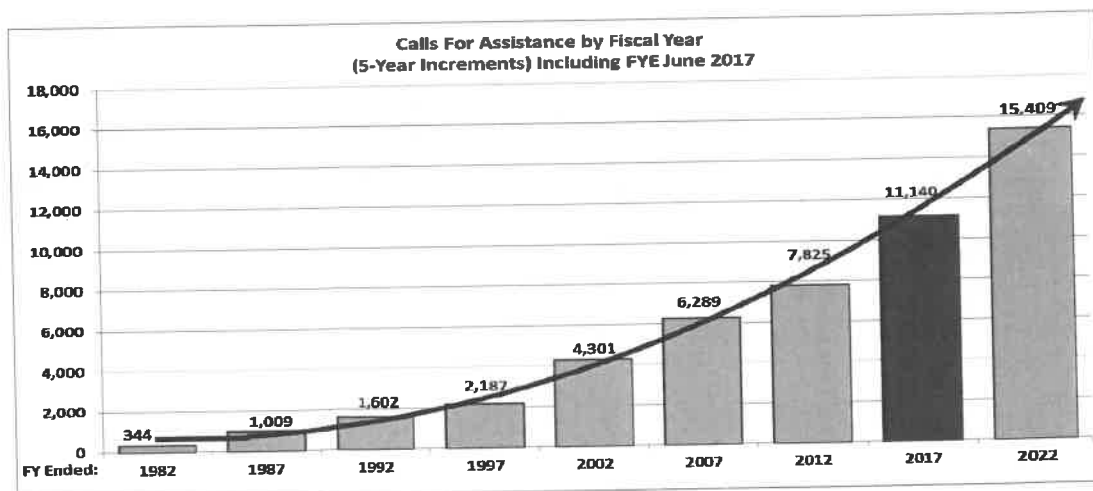
North County Fire & Medical District  
Summary of Emergency Responses  
Last ten (10) Fiscal Years

Fiscal Year Ended June 30,	Medical	Fire	Special Ops	Service Calls (Ref 1)	Good Intent (Ref 2)	False Alarm	Total Emergency Responses	Ambulance Transports
2016	7,000	65	6	1,375	300	410	9,156	4,650
2015	7,322	65	54	871	228	426	8,966	5,573
2014	7,060	116	66	796	390	364	8,792	4,803
2013	6,279	81	49	801	285	330	7,825	4,188
2012	5,827	98	21	898	215	216	7,275	3,715
2011	5,090	73	42	1,447	319	194	7,165	3,961
2010	4,736	111	53	1,393	254	184	6,731	3,699
2009	4,654	128	50	1,383	197	156	6,568	3,756
2008	4,517	106	130	1,321	215	139	6,428	3,714
2007	4,419	116	333	901	408	112	6,289	3,472

**SOURCE:** Emergency calls are tracked using the District's emergency call tracking database (FireHouse).

**REF (1):** Service Calls include, but are not limited to: lock-out, water leak, animal problem/rescue, public service assist. Starting in 2012, all types of falls were codified under Incidents. This reflects the decrease in Service Calls and the increase in Medical Calls.

**REF (2):** Good Intent calls include, but are not limited to: dispatched & cancelled, wrong location, controlled burning.



North County Fire & Medical District  
Summary of District Assets and Employees  
Last ten (10) Fiscal Years

Fiscal Year Ended June 30,	Fire Trucks & Apparatus	ALS Ambulance	Fire Stations	Fire Fighters	EMS Personnel	Admin Personnel	Total Employees
2016	7*	3	4*	65	12	13	90
2015	6	3	3	57	12	13	82
2014	6	3	3	57	12	12	81
2013	6	3	3	51	18	12	81
2012	6	3	3	51	18	14	83
2011	6	3	3	51	18	15	84
2010	6	3	3	51	18	15	84
2009	6	3	3	51	18	14	83
2008	6	3	3	51	18	14	83
2007	6	3	3	51	18	13	82

**Note:** The Apparatus listed here only reflect the active response units assigned to stations. They do not reflect reserve apparatus or support apparatus assigned to the administrative facility.

\*Fire station 104 became fully operational in January 2016, This station to is situated to serve the northern areas of the District.



**Fire Station 104, located at 24930 N 119th Avenue, Sun City West, AZ 85373**